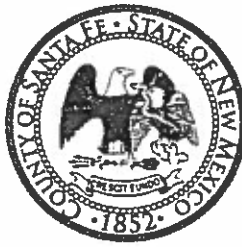


Daniel "Danny" Mayfield  
Commissioner, District 1

Miguel M. Chavez  
Commissioner, District 2

Robert A. Anaya  
Commissioner, District 3



Kathy Holian  
Commissioner, District 4

Liz Stefanics  
Commissioner, District 5

Katherine Miller  
County Manager

## ***MEMORANDUM***

**DATE:** *April 1, 2014*

**TO:** *Board of County Commissioners*

**FROM:** *Adam Leigland, Public Works Director*

**VIA:** *Katherine Miller, County Manager*

**ITEM AND ISSUE:** *BCC Meeting April 8, 2014*

REQUEST AUTHORIZATION TO PUBLISH TITLE AND GENERAL SUMMARY OF AN ORDINANCE ESTABLISHING A TWENTY-SIX (26) TON WEIGHT LIMIT ON OLD LAMY TRAIL-COUNTY ROAD 33 (PUBLIC WORKS/ROBERT MARTINEZ)

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**BACKGROUND AND SUMMARY:**

Public Works contracted Geo-Test Inc., to core the existing asphalt surface of Old Lamy Trail-County Road 33 and conduct a pavement impact assessment. The assessment has determined that the bearing capacity of the sub-grade, combined with the thickness of base course and asphalt is insufficient for this road to endure a standard pavement life cycle of 20 years. Staff has reviewed the assessment and is recommending a weight limit of twenty-six (26) tons. The proposed weight limit will restrict vehicles over twenty-six (26) tons, except for those that are delivering goods or services to residents and businesses of the community, provided it is not of a continuous repetitive daily nature.

**ACTION REQUESTED:**

Public Works requests authorization to publish title and general summary of an ordinance establishing a twenty-six (26) ton weight limit on old Lamy Trail-County Road 33.

**THE BOARD OF COUNTY COMMISSIONERS  
OF SANTA FE COUNTY**

**ORDINANCE NO. 2014-\_\_**

**AN ORDINANCE ESTABLISHING A 26 TON WEIGHT LIMIT ON OLD LAMY  
TRAIL-CR 33**

**BE IT ORDAINED BY THE BOARD OF COUNTY COMMISSIONERS OF  
SANTA FE COUNTY, NEW MEXICO.**

**Section 1. Short Title.** This shall be known as the “Old Lamy Trail Weight Restriction Ordinance”

**Section 2. General Provisions.** The governing body of Santa Fe County has determined that:

- A. Old Lamy Trail which extends from US 285 into the community of Lamy is an access road to a historic residential area and a rail road station for Santa Fe Southern Railway and Amtrak.
- B. The community of Lamy, NM is a historic community and consists of a mix of historic and tourist uses.
- C. The community of Lamy is home to several historic buildings built as early as 1880 one of which is on the National Park Service’s National Register of Historic Places and is registered as cultural property #SR1230 with the State of New Mexico. These historic buildings are in close proximity to the affected portion of Old Lamy Trail.
- D. Heavy commercial motor vehicle traffic detracts from the historical and cultural values of the community and affects the quality of life of residents who live in the community of Lamy.
- E. The Board of County Commissioners has determined, based on an engineering study, that Old Lamy Trail may be seriously damaged or destroyed unless vehicles exceeding 26 tons are prohibited.
- F. Old Lamy Trail is not a designated commercial route, and the community of Lamy is a historic rural community and is not a center for commercial activity.

- G. Old Lamy Trail is not designed nor constructed to accommodate heavy truck traffic in excess of 26 tons, based on a pavement engineering evaluation conducted by GeoTest in February of 2014.

**Section 3. Purpose.** The purpose of this ordinance is to restrict heavy truck traffic, which exceeds the allowable weight the asphalt pavement of the road will support, by imposing a maximum weight limitation of 26 tons for all vehicles, except for those that are delivering goods or services to residents and businesses of the community of Lamy provided it is not of a continuous repetitive daily nature.

**Section 4. Requirements.** Upon passing of this Ordinance:

- A. The public works department shall place appropriate weight limitation signs describing the restrictions on Old Lamy Trail and on adjoining streets whose sole access is from Old Lamy Trail.
- B. The public works department shall transmit a copy of this Resolution to the New Mexico Department of Public Safety, Motor Transportation Division and the Santa Fe County Sheriff's Office.

**Section 5. Penalty.** Violation of this ordinance shall be a misdemeanor and the penalties for violation shall be those imposed by 66-8-116.1 "Penalty assessment misdemeanors; oversize load." NMSA 1978. (2013 or most current Supplement)

**ADOPTED BY THE BOARD OF COUNTY COMMISSIONERS OF SANTA FE COUNTY THIS \_\_\_\_ DAY OF \_\_\_\_\_, 2014.**

**THE BOARD OF COUNTY COMMISSIONERS  
OF SANTA FE COUNTY**

By: \_\_\_\_\_  
Daniel "Danny" Mayfield, Chair

ATTEST:

\_\_\_\_\_  
Geraldine Salazar, County Clerk

Approved as to form:

---

Stephen C. Ross, County Attorney





Daniel "Danny" Mayfield  
Commissioner, District 1

Miguel M. Chavez  
Commissioner, District 2

Robert A. Anaya  
Commissioner, District 3



Kathy Holian  
Commissioner, District 4

Liz Stefanics  
Commissioner, District 5

Katherine Miller  
County Manager

**DATE:** March 31, 2014

**TO:** Board of County Commissioners

**VIA:** Katherine Miller, County Manager

**FROM:**  Chris M. Barela, Constituent Service Liaison

**RE:** To request authorization to publish Title and General Summary of an ordinance amending ordinance 2014-1

Board of County Commission meeting April 8<sup>th</sup>, 2014

**BACKGROUND AND SUMMARY:**

*Publish Title and General Summary of an Ordinance amending Ordinance 2014-1, an Ordinance establishing a living wage within Santa Fe County; Specifying employers subject to the living Wage; Making findings as to the necessity of a living wage; Establishing prohibition on retaliation for reporting violations of the living wage and providing the process to be employed upon complaints of violations and establishing severability and providing an effective date and to modify the base wage for tipped employees.*

**REQUEST ACTION:**

*Commissioner Robert A. Anaya respectfully request that the Board of Santa Fe County Commissioners Authorize to Publish Title and General Summary of an ordinance amending ordinance 2014-1.*

**THE BOARD OF COUNTY COMMISSIONERS OF  
SANTA FE COUNTY**

**ORDINANCE NO. 2014 – \_\_\_\_**

**AN ORDINANCE AMENDING ORDINANCE NO. 2014-1 (AN ORDINANCE  
ESTABLISHING A LIVING WAGE WITHIN SANTA FE COUNTY;  
SPECIFYING EMPLOYERS SUBJECT TO THE LIVING WAGE; MAKING  
FINDINGS AS TO THE NECESSITY OF A LIVING WAGE; ESTABLISHING A  
PROHIBITION ON RETALIATION FOR REPORTING VIOLATIONS OF THE  
LIVING WAGE; PROVIDING FOR REMEDIES AND PENALTIES;  
SPECIFYING ENFORCEMENT OFFICERS; PROVIDING THE PROCESS TO  
BE EMPLOYED UPON COMPLAINTS OF VIOLATION; ESTABLISHING  
SEVERABILITY; AND PROVIDING AN EFFECTIVE DATE), TO MODIFY  
THE BASE WAGE FOR TIPPED EMPLOYEES**

**BE IT ORDAINED BY THE BOARD OF COUNTY COMMISSIONERS OF  
SANTA FE COUNTY THAT ORDINANCE NO. 2014-1, IS AMENDED AS  
FOLLOWS:**

1. Section Five (Minimum Wage Payment Requirements), subsection B is repealed and replaced with the following:

B. An employee who customarily and regularly receives more than thirty dollars (\$30.00) a month in tips and/or commissions shall be paid at least the living wage, inclusive of the federal minimum wage for tipped employees. The employer may consider tips and commissions as part of wages, but the tips and commissions combined with the employer's payment of wages to the employee shall not equal less than the living wage as provided in subsection A of this section. In the event an employee earns insufficient tips and/or commissions combined with the federal minimum wage for tipped employees to receive a wage at least equal to the living wage established by this Ordinance, the employer shall make up the difference to ensure the employee receives a wage equal to the living wage established by this Ordinance. All tips received by such employee shall be retained by the employee, except that nothing in this section shall prohibit the pooling of tips among employees. Where employees practice tip pooling or splitting (as where staff give a portion of their tips to bus persons), only the amount actually retained by each employee shall be considered part of that employee's wages.

2. All provisions of Ordinance No. 2014-1 not herein amended shall remain in full force and effect.

3. This Ordinance shall become effective thirty days after recordation pursuant to NMSA 1978, Section 4-37-9(1975).

**PASSED, ENACTED AND ADOPTED THIS \_\_\_\_ DAY OF \_\_\_\_\_, 2014.**

**BOARD OF COUNTY COMMISSIONERS  
OF SANTA FE COUNTY**

\_\_\_\_\_  
Daniel W. Mayfield, Chair

**ATTEST:**

\_\_\_\_\_  
Geraldine Salazar  
Santa Fe County Clerk

**APPROVED AS TO FORM:**

\_\_\_\_\_  
Stephen C. Ross, County Attorney



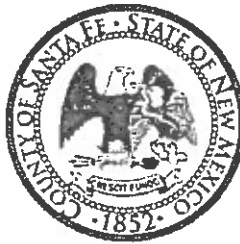




**Daniel "Danny" Mayfield**  
Commissioner, District 1

**Miguel M. Chavez**  
Commissioner, District 2

**Robert A. Anaya**  
Commissioner, District 3



**Kathy Holian**  
Commissioner, District 4

**Liz Stefanics**  
Commissioner, District 5

**Katherine Miller**  
County Manager

TO: Santa Fe County Board of County Commissioners

FROM: David Griscom, Economic Development Manager

Via: Robert Griego, Planning Manager *RG*  
Penny Ellis-Green, Growth Management Director *PEG*  
Katherine Miller, County Manager

RE: REQUEST AUTHORIZATION TO PUBLISH TITLE AND GENERAL SUMMARY OF AN ORDINANCE APPROVING THE 2014 ECONOMIC DEVELOPMENT PLAN; REPEALING ON A LIMITED BASIS ORDINANCE NO. 1996-07; PROVIDING FOR DETAILED RULES TO BE APPLIED TO ASSISTANCE OF QUALIFYING ECONOMIC PROJECTS, INCLUDING THE QUALIFICATIONS OF APPLICANTS, REQUIRING AN APPLICATION, REQUIRING A PROJECT PARTICIPATION AGREEMENT AND SPECIFYING ITS CONTENTS; PROVIDING FOR LIMITATIONS ON THE AMOUNT OF ASSISTANCE PERMITTED PURSUANT TO THE LOCAL ECONOMIC DEVELOPMENT ACT; AND REQUIRING A SPECIAL FUND FOR MONIES RECEIVED OR HELD FOR AN ECONOMIC DEVELOPMENT PROJECT.

DATE: March 25, 2014

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### **Background and Summary**

The draft Economic Development Plan was presented to the Board on February 11, 2014. The Board provided comments on the plan, as did the County Clerk. Staff also provided a public comment period which was posted on the County website, and a press release was put out to the public requesting comment. The deadline for public comment was Feb. 28.

Approval of Economic Development Ordinance 2014- will repeal on a limited basis Ordinance 1996-07 and will provide for detailed rules to be applied to assistance of qualifying economic projects, including the qualifications of applicants, requiring a project participation agreement; providing for limitations on the amount of assistance permitted pursuant to the local economic development act; and requiring a special fund for monies received or held for an economic development project.

If the BCC authorizes publishing Title and General Summary on April 8, the BCC could potentially vote on May 13 on adopting the ordinance

### **Public Comments**

Staff received comments from SFC Commissioners, County Clerk and the public. Comments from Commissioners and County Clerk are referenced below and are included in the draft Plan. Comments from the

public are attached as Exhibit 1, with staff suggestions/recommendations following each comment. Exhibit 2 is the Ordinance.

### **Staff Recommendation**

Staff is requesting authorization to Publish Title and General Summary for Economic Development Ordinance 2014- , replacing Ordinance 1996-7 and incorporating and adopting the Economic Development Plan.

Commissioner and Clerk comments, with staff actions following each comment:

- Research Spa/health/wellness reports & data Sandia National Labs contact: **staff is following up with contact provided**
- Include more reference to Education/Workforce training, Northern NM College, CNM, SFCC, public school districts in the County: **The following additional language is recommended to be added to pg. 9 of revised draft Plan:**

*"Similar to the education/workforce training model that was developed in Albuquerque in collaboration with Sandia National Labs, SF County should work with local high schools and colleges (both 2 and 4-year), and Los Alamos National Laboratory to develop a technical curricula that meets current and future high tech workforce training needs. This would create a clear pipeline for high school and college graduates to immediately receive employment in high tech and high wage jobs. Additionally, partnerships with Northern Area Workforce Development Board and the SER Jobs For Progress present opportunities for workforce training and development.*

*SF County must also consider the quality of education generally, and the performance of all of its schools and students, as vital precursors of effective economic development. Students who fail to graduate from high school, or who do so lacking basic employment skills, will prevent the County's economy from reaching its potential, and discourage companies and entrepreneurs from establishing operations here. Therefore, staff should be working with all County public education districts to improve their performance."*

- Coordinate/collaborate with Estancia Valley Economic Development Association: **The following additional language is recommended to be added to pg. 11 of revised draft Plan:**

*"For economic development purposes, SF County partners, formally and informally, with a wide variety of organizations and institutions, ranging from public to private, and including, but not limited to: the City of Santa Fe (and Convention and Visitors Bureau), Regional Development Corporation, NM Partnership, Estancia Valley Economic Development Association, native American tribes, City of Espanola, Rio Arriba County, Los Alamos County. "*

- Enhance rural broadband opportunities: **The following additional language is recommended to be added to pg. 10 of revised draft Plan:**

*"Currently, SF County is engaged in ongoing broadband discussions with the City of Santa Fe, SF Community College, IAIA, SF Indian School, UNM GigaPop, and several other public and private sector organizations, to explore how best to serve the County business, educational, and residential communities with affordable and high speed broadband. In particular, SF County is interested in exploring ways to reach rural parts of the County that are currently under-served in broadband availability."*

- Include reference to maintaining the SW Chief train route of AMTRAK: **The following additional language is recommended to be added to pg. 11 of revised draft Plan:**

- **Railways**

*"Amtrak rail service represents an important economic development opportunity for Santa Fe County and for NM in general. New Mexico boardings/alightings on the Southwest Chief, the train that passes through Northeast NM, Albuquerque, and Gallup on its way from Chicago to Los Angeles, account for nearly one-third of all boardings/alightings on the entire route, or 129,304 in total. Of those, boardings/alightings at the Lamy station, which is the depot used for Santa Fe, are nearly 13,000. These boardings/alightings represent valuable tourist dollars brought into the economy. Additionally, the owner of the track, BNSF, pays Santa Fe County approximately \$230,000 per year in property taxes. Santa Fe County should support efforts to keep the Southwest Chief on its existing route, and in particular, support efforts in the NM Legislature to study the legal and financial needs for maintaining the track, as well as specific legislation that appropriates funding for track maintenance."*

- **More specific language regarding affordable housing: The affordable housing paragraph on pg. 9 of revised draft Plan is recommended to be edited to read as follows:**

*"At the present rate of utilization, County Affordable Housing funds are expected to zero out in approximately 3-4 years without additional capitalization. Providing additional funds to build and rehabilitate existing housing, in addition to the social value provided, would drive an economic boost in GRT and goods and services associated with new housing, while creating immediate jobs for construction workers and helping sustain or create homeownership opportunities for Santa Fe County's workforce. If combined with the Green Building target industry objectives as "Green Affordable Housing," the economic and environmental impacts will be magnified while supporting this Plan's strategic objectives."*

- **Collaborate/coordinate with Northern Area Workforce Development Board and SER Jobs for Progress: The following additional language is recommended to be added to pg. 9 of revised draft Plan:**  
*"Similar to the education/workforce training model that was developed in Albuquerque in collaboration with Sandia National Labs, SF County should work with local high schools and colleges (both 2 and 4-year), and Los Alamos National Laboratory to develop a technical curricula that meets current and future high tech workforce training needs. This would create a clear pipeline for high school and college graduates to immediately receive employment in high tech and high wage jobs. Additionally, partnerships with Northern Area Workforce Development Board and the SER Jobs For Progress present opportunities for workforce training and development.*

*SF County must also consider the quality of education generally, and the performance of all of its schools and students, as vital precursors of effective economic development. Students who fail to graduate from high school, or who do so lacking basic employment skills, will prevent the County's economy from reaching its potential, and discourage companies and entrepreneurs from establishing operations here. Therefore, staff should be working with all County public education districts to improve their performance."*

- **Work with Edgewood on the viability of a branch community college campus in the Edgewood area: staff has discussed this with several Edgewood Town Councilors and is monitoring any developments.**
- **Include equestrian groups and activities: The following additional language is recommended to be added to pg. 17 of revised draft Plan:**

*"The equestrian industry is an important component of the SF County economy, with over 500 members represented in the Santa Fe County Horse Coalition. Horse facilities, trails, and training grounds provide a robust infrastructure for clinics, agritourism, and overall health/wellness for SF County residents and tourists alike."*

- Include REDI Net in draft Plan: see **Policy 4.1 of draft Plan**
- Include wedding tourism in the draft Plan: **The following language is recommended to be added to pg. 17 of revised draft Plan:**

*"Additionally, wedding tourism has emerged as an important element of the tourism economy of Santa Fe, and in particular, same sex marriages. Santa Fe County is by orders of magnitude the most popular County for same sex marriages in New Mexico, and according the County Clerk's office, almost half (305) of same sex marriage licenses issued for late 2013-early 2014 are issued to out-of-state residents, which leads to increased GRT."*

Exhibit 1: Public Comments

Exhibit 2: Ordinance

## Exhibit 1

Comments from the Public, with **staff recommendations in bold:**

- From Melissa Houser, SFC resident and employee of SF Conservation Trust:

*There is currently a Federal Tax Deduction and a transferable NM State Tax Credit for donating a conservation easement. These tax benefits are a fraction of the value that is donated by the landowner for the public benefit and often the real estate transaction costs to conserve the property outweigh the financial gains. Santa Fe County could create an financial incentive program to assist private landowners in the county who voluntarily conserve their properties. This incentive would help the county to achieve many of its SGMP goals as well as help combat Climate Change*

**Staff recommendation: discuss this idea with the appropriate County departments (Legal, Finance, Assessor, etc) and determine viability**

*The Plan refers to the Nature Conservancy. There are two land trusts in Santa Fe that work in Santa Fe County, Santa Fe Conservation Trust and New Mexico Land Conservancy. Perhaps they can receive a mention along with the National organization.*

**Staff recommendation: add Santa Fe Conservation Trust, NM Land Conservancy to Policy 5.2 on pg. 36-37 of draft plan.**

*Restoration Economy is growing. I have attached a Restoration Economy Report from the Progressive States Network that includes NM and other Rocky Mountain States. NM Highland University has a Forestry & Watershed Degree program, both Bachelors and Masters; Bernalillo County has a Master Naturalist Training program, Northern NM College has Natural Resources Associate Degree, and the Santa Fe Watershed Association has a Climate Masters program. SF County could help create a partnership between these organizations and the Santa Fe Community College to expand natural resource restoration job training to Santa Fe. There are many local businesses, consultants and nonprofits currently working on restoration in Santa Fe but with our large land area more are needed to address water, wildfire and climate change.*

**Staff recommendation: Staff will pursue an exploratory meeting with SFCC. There are currently elements of natural resources restoration/restoration economy in a variety of SFCC courses, though it might be beneficial for SFC to explore with SFCC how to package it all into one clear workforce training package, and pursue strategic and regional partnerships to coordinate this with Northern NM College, Highlands University, SF Watershed Assn, etc.**

*Please include equestrian and pedestrian activities in the Outdoor Recreation / Eco-tourism sections of the Plan. Santa Fe County both historically and currently has a large equestrian community with many places offering activities for tourists and locals. Suggested contact is the Backcountry Horsemen, Broken Saddle Riding Co. and Bishops Lodge. Bird watching, photography, nature writing, painting, and hiking, as well as competitive events like the Warrior Dash (check it out warriordash.com), are increasing in popularity. Adventure Tourism is also becoming popular. Suggested contacts Audubon NM, Outspire Hiking & Snowshoeing, and Santa Fe Walkabouts.*

**Staff Recommendation: include the following language in support of equestrian activities and industry on pg. 17 of draft plan: "The equestrian industry is an important component of the SF County economy, with over 500 members represented in the Santa Fe County Horse Coalition. Horse**

**facilities, trails, and training grounds provide a robust infrastructure for clinics, agritourism, and overall health/wellness for SF County residents and tourists alike."**

*The Audubon Society commissioned an Economic Report from Headwater Economics on the Recreation Economy of Southern NM <http://headwaterseconomics.org/land/reports/economic-benefits-new-mexicos-natural-assets>. Maybe something similar could be done for Santa Fe County or partner within a larger region for a report on El Norte?*

**Staff recommendation: staff will explore the viability, value, and cost of a study of the economic impact of northern NM natural assets.**

*Last year, I worked with the Santa Fe Watershed Association as a participant in The Model Forest Policy Program "Climate Solutions University, Forest & Water Strategies". One of the key areas the University program focused on was Economy. This ten-month intensive learning program produced a forest & water climate adaptation plan for the Santa Fe watershed area, which I have attached. Really great economic resources for the training were provided by Headwaters Economics. I highly recommend looking at their website <http://headwaterseconomics.org>*

- From John Otter, 2300 W. Alameda D3 Santa Fe 87507:

*The key to long term viability of life in Santa Fe County is to maximize the use of regional resources to provide essential needs. I urge more explicit recognition and actions in the plan in that regard.*

**Staff recommendation: no change, as the draft plan mentions the word "regional" in 49 different places, with almost half of those directly relating to working regionally in partnerships and collaborations.**

- From John Parks, Santa Fe County Horse Coalition, President, and New Mexico Horse Council, Vice President, [santafehorse.com](http://santafehorse.com):

*We are interested in the Economic Development Plan and how it pertains to Agriculture/Agri-tourism applying to horses/horse training/& clinics. We represent 500+ members of the Santa Fe County Horse Coalition. The horse industry in the state of NM is a 750+ million dollar industry that is certainly an area for economic growth in this county that remains untapped.*

*Will you please send more information of the following tools that are listed on your website under the Economic Development Plan:*

*Assistance with Local Economic Development Act (LEDA)*

*Assistance with local real property acquisitions and development processes*

*Potential partnership with funding and resources development in support of targeted industries*

*Community Development Incentive Act (Property Tax Exemption)*

*Production Tax Deductions and Exemptions*

*New Mexico Rural Job Tax Credit*

**Staff recommendation: include the following equestrian language and support in draft plan on pg. 17. "The equestrian industry is an important component of the SF County economy, with over 500 members represented in the Santa Fe County Horse Coalition. Horse facilities, trails, and training grounds provide a robust infrastructure for clinics, agritourism, and overall health/wellness for SF County residents and tourists alike."**

**Staff responded to the request for information relating to economic development incentives listed above.**

- From William Mee, Agua Fria

First off, the draft ED Plan was only released on noon of February 14th. Throughout New Mexico statutes and rules a minimum of a thirty (30) day response period is offered in public meetings and rulemaking processes. Especially, given that the Legislative Session was on at the same time.

we had more time, I would have liked to have more members in my home community of Agua Fria Village to review it, as well as, coordinating a response with the League of Women Voters. Perhaps county staff should come to neighborhood associations' meetings to present such an important document for our future. General public buy-in of such a plan only seems prudent for policy-makers.

Frankly, I was quiet surprised that there has been no ED Plan update since 2005. Duncan Sill, Economic Development Planner, was still at the county until 2010, and was working with my community and La Cienega Valley Association (Carl Dickens on this CC) on issues that should be reflected in any county-wide plan like this one. I recognize that the Growth Management Plan was an issue starting in 2008—that distracted us all.

I like what I have read of the draft you have posted and you deserve congratulations on the effort thus far (but again it seems like another county planning effort being done in a vacuum). I find it interesting that major economic development investments like: the Community College District, the extension of water lines to Canoncito and Turquoise Trail, Santa Fe Studios and Santa Fe Canyon Ranch; all were done without an updated ED Plan since 2005. My big questions would be what are implications of the 2010 Growth Management Plan and the 2013 Sustainable Land Development Code are to the new E.D. Plan?

I strongly support the ideas and initiatives that Ross Lockridge and Ann Murray of Cerrillos have send to you and forwarded to me later (on the preservation of La Bajada and the possible National Monument there, etc.).

Additionally, I would like to add the eco-tourism possibilities of the Santa Fe River Trail and Santa Fe Greenway Project along the Santa Fe River (running through Agua Fria Village) and the historical projects in conjunction with the National Park Service along the El Camino Real that can be done in time for the 2015 International Conference of CARTA (<http://www.caminorealcarta.org/>).

**Staff recommendation: add the following ecotourism language relating to the Santa Fe River Trail, Santa Fe Greenway Project, and the Camino Real trail project with the NPS to Pg. 17: “With the addition of the Santa Fe River Trail (SF Greenway Project), and the possibility of a new Camino Real trail (in collaboration with the National Park Service), the ecotourism opportunities for the region are enhanced.”**

- From Tom Paine, 29 Mandy Lane

Before convening a PTV study committee, the County should commission an engineering study to determine what facilities ( broadcast channels for full power transmission) are available to utilize in the county for a new PTV station .

**Staff recommendation: no change. Policy 9.4 of draft Economic Development Plan reads: “Work with appropriate stakeholders to evaluate costs and benefits of establishing a northern NM PBS TV broadcast station” A variety of feasibility studies will be required, including a technical study that would consider engineering challenges.**

- From Ross Lockridge and Ann Murray, Cerrillos

We like what we have read of the draft you have posted and you deserve congratulations. We do have a few suggestions related to gateway corridors that could, we think, help make for a stronger and more effective Plan.

First, we wish to encourage the following items listed in the DRAFT and then re-emphasize an item of great sustainable economic potential that is highlighted in the SGMP but is nowhere encouraged in the Economic Development Plan.

We support the following statements to be found in both the DRAFT Santa Fe County Economic Development Plan & its Appendix:

## **DRAFT Santa Fe County Economic Development Plan**

### **Arts & Culture**

#### **Key Directions for Sector Progress**

**--Develop focused cultural destinations:** Support efforts to create and publicize more visitor destinations, including the cultural corridor between Albuquerque and Taos, Route 66 in the southern tip of the County, the Turquoise Trail running through the middle, and Chimayo's Fiber Trail in the north. --p. 15

### **Ecotourism and Outdoor Recreation**

#### **Key Directions for Sector Progress**

**--Highlighting the Cultural Corridor between Albuquerque and Taos links tourism for all participants -- local and visitor. It connects existing tour routes like the Turquoise Trail up from the south and the Fiber Route in the north.** --p. 16

#### **Policy 6.1**

**Build Capacity:** Support development of a cultural corridor from Albuquerque to Taos.

**This is supported by: SGMP Strategy 10.2.1** [that in part reads: "Coordinate tourism and ecotourism development efforts with the State Tourism Department, the communities, Cities of Santa Fe . . . ."]

### **Appendix**

#### **2.5 List of Ideas Vetted**

**#50:** Use La Bajada Ranch as an outdoor rec center with camping, visitor center, open spaces center, etc.

*What is missing from the Economic Development Plan--but is supported by the SGMP--is any mention or encouragement towards capitalizing on the "Potential Gateway Corridor" at La Bajada Mesa area, that is shown on Map 5-2: Scenic and Historic Routes, SGMP, p. 99. Apart from the La Bajada Ranch, large portions of this area are also in a state of flux--are either for sale &/or subject to unsustainable and irreversible proposals that if ever approved would remove the potential gateway along with any such potential sustainable benefits. The area is recognized by historians as having great significance for New Mexicans.*

*Please, as planners, recognize this "potential" and give this Gateway Corridor its place in the Economic Plan. Remember this directive: "Enhance gateways and corridors," (SGMP, Chapter 5, HOW WE CONSERVE AND PROTECT, pp. 19-20. )*

**Staff recommendation:** consider adding the following language on Pg. 16 of draft Economic Development Plan: "La Bajada Mesa is a significant entry point for Santa Fe, and consideration should be given for this area as part of a larger scenic and cultural Corridor between Albuquerque and Taos. The SGMP contains multiple references in Chapter 5 to protecting scenic viewsheds and byways, as well as listing La Bajada Mesa as a potential gateway Corridor."

**THE BOARD OF COUNTY COMMISSIONERS  
OF SANTA FE COUNTY**

**ORDINANCE NO. 2014-\_\_\_\_\_**

**AN ORDINANCE APPROVING THE 2014 ECONOMIC DEVELOPMENT PLAN;  
REPEALING ON A LIMITED BASIS ORDINANCE NO. 1996-07; PROVIDING FOR  
DETAILED RULES TO BE APPLIED TO ASSISTANCE OF QUALIFYING  
ECONOMIC PROJECTS, INCLUDING THE QUALIFICATIONS OF APPLICANTS,  
REQUIRING AN APPLICATION, REQUIRING A PROJECT PARTICIPATION  
AGREEMENT AND SPECIFYING ITS CONTENTS; PROVIDING FOR LIMITATIONS  
ON THE AMOUNT OF ASSISTANCE PERMITTED PURSUANT TO THE LOCAL  
ECONOMIC DEVELOPMENT ACT; AND REQUIRING A SPECIAL FUND FOR  
MONIES RECEIVED OR HELD FOR AN ECONOMIC DEVELOPMENT PROJECT.**

**IT IS HEREBY ORDAINED** by the Board of County Commissioners of Santa Fe County, as follows:

**I. SHORT TITLE.** This Ordinance shall be cited as "Santa Fe County Economic Development Ordinance" and shall be referred to herein as "the Ordinance" or "this Ordinance."

**II. AUTHORITY.** This Ordinance is enacted pursuant to the authority granted by Article IX, Section 14 of the New Mexico Constitution (1911, 1993, 2001) and the Local Economic Development Act, NMSA 1978, Sections 5-10-1 *et seq.* (1993, 2001, as amended) (hereinafter referred to as "the Act").

**III. ECONOMIC DEVELOPMENT PLAN.** The economic development elements of the Santa Fe County Sustainable Growth Management Plan, adopted in 2010, and the Santa Fe County Economic Development Plan, adopted by this Ordinance and developed in 2014, attached hereto as Exhibit A, shall be collectively referred to as "the Plan."

**IV. LIMITED REPEAL OF ORDINANCE NO. 1996-07.** Ordinance No. 1996-07 and the 1996 economic development plan shall be and hereby are repealed; provided, however, pursuant to NMSA 1978, Section 5-10-12(A), a project approved pursuant to Ordinance No. 1997607 or the 1996 economic development plan shall not be dissolved or terminated and the rights and responsibilities of the parties to an existing contract entered into pursuant to Ordinance No. 1996-07 shall not be affected by this Ordinance.

**V. ASSISTANCE FOR QUALIFYING ECONOMIC PROJECTS.**

A. Santa Fe County may, but is not obligated to, provide direct or indirect economic assistance to a qualifying entity pursuant to the Act; such economic assistance may include the purchase, lease, grant, construction, reconstruction, improvement or other acquisition or conveyance of land, buildings or other infrastructure; public works improvements essential to

the location or expansion of a qualifying business; or payments for professional services contracts necessary for the County or regional governments to implement any plan or project.

B. Priority for direct or indirect economic assistance will be given to economic development projects that encourage private companies to expand, build or relocate facilities which support new or expanding businesses; business start-ups; projects that create new jobs; projects that encourage economic clusters as identified in the Plans; or increase the knowledge base of the labor force.

C. Each qualifying entity desiring to receive economic assistance pursuant to the Act and this Ordinance shall prepare and file an application on a form provided by the County and containing all of the information specified in the plan.

D. Evaluation of an application for economic assistance pursuant to this Ordinance and the Act shall be based on the provisions of the Plan, the financial and management stability of the qualifying entity, the demonstrated commitment of the qualifying entity to the community, a cost-benefit analysis of the project and any other information the local or regional government believes is necessary for a full review of the economic development project application, as otherwise set forth in the Plan.

E. Each economic development project shall be approved by ordinance.

## **VI. QUALIFICATIONS OF PERSONS RECEIVING ECONOMIC DEVELOPMENT ASSISTANCE.**

A. Economic development assistance under the Act and this Ordinance is limited to a person or entity who is a "qualifying entity" as that phrase is defined in the Act, Section 5-10-3(I)(1993) and in Paragraph B of this Article.

B. A "qualifying entity" is a corporation, limited liability company, partnership, joint venture, syndicate, association or other person that is one or a combination of two or more of the following:

1. an industry for the manufacturing, processing or assembling of agricultural or manufactured products;

2. a commercial enterprise for storing, warehousing, distributing or selling products of agriculture, mining or industry, but, other than as provided in Paragraph (5), (6) or (9) of this subsection, not including any enterprise for sale of goods or commodities at retail or for distribution to the public of electricity, gas, water or telephone or other services commonly classified as public utilities;

3. a business in which all or part of the activities of the business involves the supplying of services to the general public or to governmental agencies or to a specific industry or customer, but, other than as provided in Paragraph (5) or (9) of this subsection, not including businesses primarily engaged in the sale of goods or commodities at retail;

4. an Indian nation, tribe or pueblo or a federally chartered tribal corporation;
5. a telecommunications sales enterprise that makes the majority of its sales to persons outside New Mexico;
6. a facility for the direct sales by growers of agricultural products, commonly known as farmers' markets;
7. a business that is the developer of a metropolitan redevelopment project;
8. a cultural facility; and
9. a retail business.

## **VII. THE PROJECT PARTICIPATION AGREEMENT**

A. An economic development project application that is accepted shall be documented in a project participation agreement that conforms to NMSA 1978, Section 5-10-10.

B. The project participation agreement shall require a substantive contribution from the qualifying entity for each economic development project. The project participation agreement shall specify that public support provided for an economic development project is in exchange for a substantive contribution from the qualifying entity. The contribution shall be of value and may be paid in money, in-kind services, jobs, expanded tax base, property or other thing or service of value for the expansion of the economy.

C. The project participation agreement shall specify that the qualifying entity must provide security to the County and any other entity providing public support for an economic development project. The security shall secure the qualifying entity's obligations based on terms stated in the project participation agreement and shall reflect the amount of public support provided to the qualifying entity and the substantive contribution expected from the qualifying entity.

D. The project participation agreement shall provide that if the qualifying entity fails to provide its substantive contribution, the County shall enforce the project participation agreement to recover that portion of the public support for which the qualifying entity failed to provide a substantive contribution. The recovery shall be proportional to the failed performance of the substantive contribution and shall take into account all previous substantive contributions for the economic development project performed by the qualifying entity, based on the terms stated in the project participation agreement.

E. In addition to the foregoing, the project participation agreement shall also set out:

1. the contributions to be made by each party to the participation agreement;

2. the security provided to each governmental entity that provides public support for an economic development project by the qualifying entity in the form of a lien, mortgage or other indenture and the pledge of the qualifying business's financial or material participation and cooperation to guarantee the qualifying entity's performance pursuant to the project participation agreement;

3. a schedule for project development and completion, including measurable goals and time limits for those goals;

4. provisions for performance review and actions to be taken upon a determination that project performance is unsatisfactory;

5. financial controls, which provide for the safekeeping of public funds, shall be documented in writing;

6. a pro-rata reimbursement for workforce reduction or closure if the business fails or relocates; and

7. the provisions for adequate security of each investment of public money, equal to the value of the investment, such as letter of credit, cash or certificate of deposit, or surety bond.

**VIII. LIMITATION.** No proposed economic development project shall be approved where the total amount of public money expended and the value of credit pledged in the fiscal year in which that money is expended by the County for an economic development project or projects pursuant to this Ordinance exceeds ten percent (10%) of the annual general fund expenditure of the County in that fiscal year as specified in NMSA 1978, Section 5-10-4(B) (2009), except for the value of any land or building contributed to any economic development project pursuant to a project participation agreement, revenue derived from the county infrastructure gross receipts tax act for furthering or implementing local economic development plans and projects as defined in the Local Economic Development Act (provided that no more than the greater of fifty thousand dollars (\$50,000) or ten percent (10%) of the revenue collected shall be used for the promotion of any such economic development plan as approved by this Ordinance), the proceeds of a revenue bond issue to which the county infrastructure gross receipts tax revenue is pledged, or funds donated by private entities to be used to defray the cost of the project, all as specified in NMSA 1978, Section 5-10-4(B).

**IX. PROJECT FUND.** If the County generates revenue for an economic development project or projects to which the limits of Article V of this Ordinance do not apply, then the County shall create an economic development fund into which such revenues shall be deposited. The economic development fund and income from the economic development fund shall be deposited as provided by law. Money in the economic development fund may only be expended as provided in the Act and this Ordinance. For every special fund established pursuant to this

Article, the County shall provide for an annual independent audit of each special fund in accordance with the Audit Act, NMSA 1978, Section 12-6-1 *et seq.*

**X. SEVERABILITY.** Should any provision of this Ordinance be found invalid or unlawful, all other terms and provisions shall remain in full force and effect.

**XI. TERMINATION.** The County may terminate this Ordinance and the Plan and any or all project participation agreement undertaken and approved under this or previous ordinances only as specified in NMSA 1978, Section 5-10-12. Any unexpended and unencumbered balances remaining in any project fund or account upon repeal of a plan and termination or dissolution of a project may be transferred to the general fund.

**XII. EFFECTIVE DATE.** This Ordinance shall become effective thirty (30) days after it is recorded in the Office of the County Clerk.

**PASSED, APPROVED AND ADOPTED THIS \_\_\_\_ DAY OF \_\_\_\_, 2014.**

**THE BOARD OF COUNTY COMMISSIONERS  
OF SANTA FE COUNTY**

By: \_\_\_\_\_  
Chair

**ATTEST:**

\_\_\_\_\_  
County Clerk

**APPROVED AS TO FORM:**

\_\_\_\_\_  
County Attorney





**DRAFT**

**Santa Fe County Economic  
Development Plan  
Strategic & Action Plans**

**Prepared By David Breecker Associates**

# **Draft Santa Fe County Economic Development Plan**

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# ECONOMIC DEVELOPMENT STRATEGIC PLAN

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This Economic Development Plan represents a concerted effort by Santa Fe County (SFC) to create a long-term foundation for economic prosperity, within the context of the County's Sustainable Growth Management Plan (SGMP). The SGMP is the policy document that guides growth within the County, and this Plan is the next step and implementation of the Economic Development element of the SGMP.

The Plan is designed with a 20-year planning horizon, with short term (one to three years), medium term (three to seven years), and long term goals (more than seven years), and is presented in two parts: the Strategic and Action Plans.

County planning staff have worked closely with the consulting team engaged for this project. Extensive community input was incorporated in the form of interviews and roundtable discussions, supplemented by research into other communities and prevailing best practices in economic development. It is designed to build on prior successes, while also charting new directions.

## Previous Economic Development Successes

Santa Fe County passed the Economic Development Ordinance 1996-7, and has since had several projects that provided for increases in jobs, expansion of the tax base, and increase in GRT, all of which contributed to diversifying the local economy. Among the successes were:

**A Media Park** was created in the Community College District on Highway 14, and SFC worked with Santa Fe Studios to establish a television and film production facility, featuring 2 19,000 sq. ft. sound stages. Santa Fe Studios is now a successful business that is operating at capacity, having hosted both TV productions and major feature films. This project was funded in part through Local Economic Development Act (LEDA) funds and a LEDA loan guarantee.

**Bicycle Technologies International (BTI)** relocated from the incorporated area of Santa Fe and into the Community College District, and built a new distribution facility to accommodate its rapidly expanding business operations. BTI is one of the top bicycle parts distribution enterprises in the United States, and distributes products wholesale to markets worldwide. LEDA funds were also used for this project.

**The Santa Fe Farmers Market** and the SF Farmers Market Institute were established in the newly created Railyard District, and is now one of the largest farmers markets in New Mexico. LEDA funds were also used for this project.

## LEDA

The Local Economic Development Act allows local governments the ability to provide public funds for economic development purposes and not violate the State anti-donation clause. Santa Fe County has adopted LEDA, and this Economic Development Plan is in line with LEDA requirements. In LEDA, section 5-10-6, B states that *"The Economic Development Plan or the Ordinance adopting the plan may:*

- (1) Describe the local or regional government's economic development and community goals and assign priority to and strategies for achieving those goals-

- See Pg. 3, Item IV of Economic Development Ordinance 2014-xxx for an explanation, as well as the Economic Development Action Plan chapter, Recommendations section for a list of goals and strategies.
- (2) Describe the types of qualifying entities and economic activities that will qualify for economic development projects-
    - See Pg. 3, Items V and VI of Economic Development Ordinance 2014-xxx for an explanation
  - (3) Describe the criteria to be used to determine eligibility of an economic development project and a qualifying entity to participate in an economic development project-
    - See Pg. 4, Item VII of Economic Development Ordinance 2014-xxx for an explanation
  - (4) Describe the manner in which a qualifying entity may submit an economic development project application, including the type of information required from the qualifying entity sufficient to ensure its solvency and ability to perform its contractual obligations, its commitment to remain in the community and its commitment to the stated economic development goals of the local or regional government-
    - See Pgs. 4-6, Items VIII, IX and XI of Economic Development Ordinance 2014-xxx for an explanation.
  - (5) Describe the process the local or regional government will use to verify the information submitted on an economic development project application-
    - See Pg. 6, Item X of Economic Development Ordinance 2014-xxx for an explanation.
  - (6) If an economic development project is determined to be unsuccessful or if a qualifying entity seeks to leave the area, describe the methods the local or regional government will use to terminate its economic assistance and recoup its investment-
    - See Pg. 7, Item XII, E and Item XIII of Economic Development Ordinance 2014-xxx for an explanation.
  - (7) Identify revenue sources, including those of local or regional government, that will be used to support economic development projects-
    - See Pg.3, Item V, and Pg.8, Item XIV of Economic Development Ordinance 2014-xxx for an explanation; additionally see Policy 2.3 of Economic Development Action Plan, Recommendations section.
  - (8) Identify other resources the local or regional government is prepared to offer qualifying entities, including specific land or buildings it is willing to lease, sell, or grant a qualifying entity; community infrastructure it is willing to build, extend or expand, including roads, water, sewers, or other utilities; and professional services contracts by local or regional governments necessary to provide these resources-
    - See Pg. 3, Item V of Economic Development Ordinance 2014-xxx for an explanation
  - (9) Detail the minimum benefit the local or regional government requires from a qualifying entity, including the number and types of jobs to be created; the proposed payroll; repayment of loans, if any; purchase by the qualifying entity of local or regional government-provided land, buildings, or infrastructure; the public to private investment ratio; and direct local tax base expansion-
    - See Pgs. 3-6, Items VI-IX of Economic Development Ordinance 2014-xxx for an explanation

(10) Describe the safeguards of public resources that will be ensured, including specific ways the local or regional government can recover any costs, land, buildings, or other thing of value if a qualifying entity ceases operation, relocates or otherwise defaults or reneges on its contractual or implied obligations to the local or regional government-

- See Pg. 7, Item XIII of Economic Development Ordinance 2014-xxx for an explanation.

(11) If a regional government, describe the joint powers agreement, including whether it can be terminated and, if so, how the contractual or other obligations, risks and any property will be assigned or divided among the local governments who are party to the agreement-

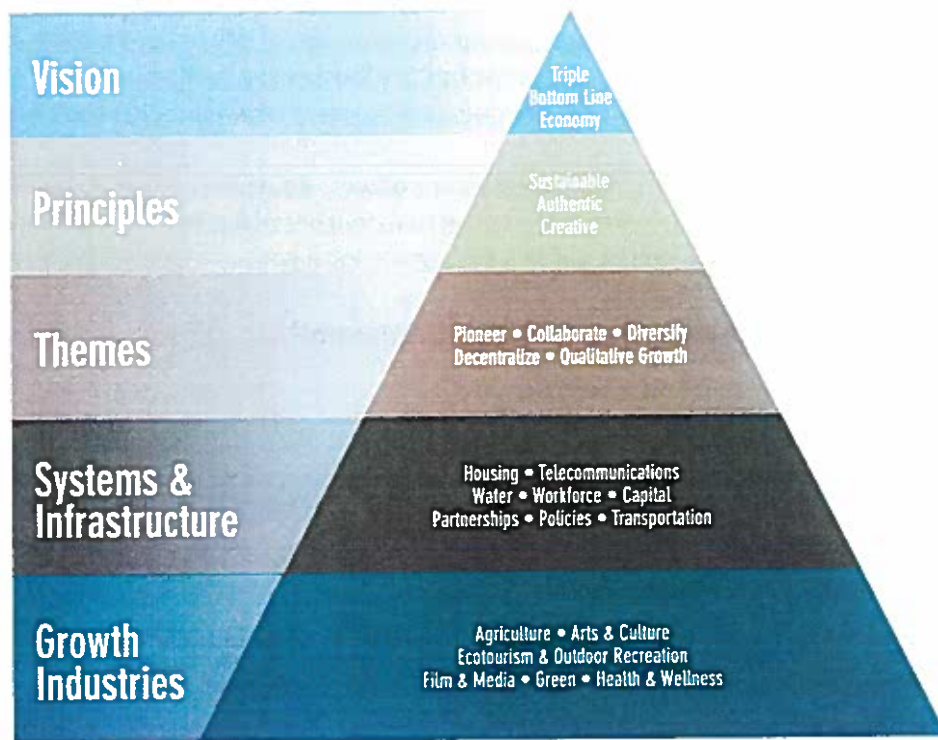
- Santa Fe County is not a regional government.

#### **Economic Development Plan Structure**

The Plan is structured so as to present research, analysis, findings, and recommendations along a continuum from general and conceptual, to specific and actionable, as follows:

- Vision & Strategy
- Systems & Infrastructure
- Target Industries
- Recommendations and Implementation

This framework for SFC economic development is illustrated in the graphic below:



## VISION & MISSION

SFC's proposed Economic Development Mission and Vision Statements are:

**Mission Statement:** The economic development mission of Santa Fe County is to provide guidance and support for business development, offer a professional level of service for the business community, stimulate entrepreneurship, and provide a platform for economic growth that enables businesses to flourish.

**Vision Statement:** The economic development vision of Santa Fe County is to build on the rich cultural, arts, and agricultural heritage by creating a vibrant economy that is diversified, sustainable, and that promotes responsible business development.

Key concepts from these statements, the SGMP, and other salient findings can be summed up as a "Triple Bottom Line Economy," seeking benefits in the three areas of People, Profits, and Planet.

## PRINCIPLES

In addition, three paramount *principles* have emerged. To wit, economic activity in Santa Fe County should strive to be:

- **Sustainable:** Providing for the needs of current residents without compromising those of future generations
- **Authentic:** Faithful to tradition, culture, and historical values
- **Creative:** Innovating in all areas, including the arts and extending to all sectors and industries

Among the many important goals of economic development in Santa Fe County, *diversification* is a high priority. While SFC has a healthy economy in many respects, it relies on a small number of industries and employers that are relatively vulnerable to disruptions and reductions. In addition, research revealed that economic development in SFC has to be part of a consistent *whole-system approach*, including social services, health, environment, transportation, and education.

## THEMES

### ***Strategic Factors***

We are entering an “Age of Innovation,” in which new approaches, structures, concepts, and business models will be the key success factors. At the same time, there is a growing appreciation of tradition, culture, localization, and individuality nationwide and even globally. Santa Fe County is well positioned to capitalize on these trends with its unique attributes.

This Plan uses a place-based planning approach, customized for SFC’s distinctive resources and assets, and an assessment of its core identity and the historical patterns that have emerged in its development over time. These can be summarized as:

- Santa Fe has long been a place people came to (or through) for adventure, to start anew, to travel to the frontier, or to be a pioneer.
- The region has traditionally featured a uniquely rich mix-up of various cultures, ancient and modern practices, tradition and technology, and other unusual combinations.
- This has led to the development of a “nexus” of commercial activity, involving exchange between people living here, those passing through, or coming to Santa Fe for the purpose of trade or to visit; and ultimately, to a high level of creativity across a broad range of arts and sciences.

Taken together, these patterns describe a prevailing theory of creativity and creative problem solving, sometimes known as “combinatorial thinking,”<sup>1</sup> a powerful platform for future growth.

### ***Major Exogenous and Competitive Factors***

A number of large-scale external factors affecting the County’s economy must be taken into consideration, involving natural, structural, and financial systems. These include prolonged drought, climate change, and water stress; structural decentralization and localization trends, and disruption in financial industries and personal/business economics.

While Santa Fe lacks some of the standard assets for encouraging economic development, something attracts an exceptionally accomplished and cosmopolitan population, and makes many of our most talented locals want to stay despite the difficulties and challenges. This is due to our unique assets and attributes in culture, life-style, ambience, and natural setting, combined with an unusual science and technology presence; and we must play to these advantages. And, we must turn our challenges into opportunities.

The financial realignment caused by the Great Recession suggests that SFC’s historical reliance on population growth through in-migration, and the associated impacts in the construction and other related industries as a core economic driver, may need to be reconsidered. These effects will likely be amplified by the effects of climate change, drought, and water scarcity. Santa Fe can profit by shifting from a quantitative growth model to a *qualitative* one: a model that

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<sup>1</sup> See for example: [www.brainpickings.org/index.php/2013/08/14/how-einstein-thought-combinatorial-creativity/](http://www.brainpickings.org/index.php/2013/08/14/how-einstein-thought-combinatorial-creativity/)

constantly improves the quality of life (financial, social, and environmental) by selectively encouraging the optimal types and amounts of growth and development.

### ***Pioneer Opportunities***

As a way of approaching its challenges as opportunities, SFC can enjoy “pioneer” status in several emerging demographic/economic spaces, i.e., those where the County *leads a national trend*, and could find leadership advantages and/or export markets for solutions it develops to meet these challenges. These spaces include: minority white and large immigrant populations; an aging population, with extended active lives and healthcare needs; water stress, drought, climate change, and conservation; the urban/wilderness interface and forest fire risk; and a high density of social entrepreneurs, philanthropies, and NGOs.

### ***The Missing Research University***

Virtually every successful knowledge-based economy to date has at least one research university at its core,<sup>2</sup> and such institutions are prominent components of current standard technology-based innovation strategies. The absence of such an institution in the Santa Fe region<sup>3</sup> need not be an impediment. To the contrary, SFC has an opportunity to create its own unique approach to this challenge that is ideally suited to its goals and capabilities. Such an approach would build on a model that has already proven successful in the region, engaging all local innovation assets (creative, cultural, and technical), and combining them with collaborative partners from outside Santa Fe.<sup>4</sup>

## **SYSTEMS & INFRASTRUCTURE**

In addition to the conceptual framework described above, there are a number of overarching “systems and infrastructures” that affect all aspects of economic development and most of SFC’s targeted high-growth industries, if properly utilized with those goals in mind.

### ***Property and Land***

The county is 1,224,087 acres in size. Of that, 316,991 acres or 26% are national parks or other federally designated property. 86,371 acres (7%) are sovereign tribal nations.<sup>5</sup> The Sustainable Land Development Code (SLDC), once approved by the Board of County Commissioners, will lay the foundation for sustainable growth that maintains important cultural and historical sites.

The County owns extensive assets, valued at over \$350 million<sup>6</sup>, much of it property. These assets have potential to contribute to economic development. Some notable properties include the Old Judicial Complex, La Bajada Ranch, the Old Public Works site on Galisteo Road, and Public Housing, along with 6,000 acres of open space and trails. In all County facilities, energy efficient upgrades and water saving measures are an opportunity to promote local businesses and increase sustainability.

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<sup>2</sup> One need look no farther than Albuquerque for the latest example: Innovate ABQ is an “innovation hub” partnership between UNM, the City of Albuquerque, and other public and private sector partners.

<sup>3</sup> Los Alamos National Laboratory does not meet this requirement for many reasons, prominent among which are its national security mission, basic science orientation, and organizational culture.

<sup>4</sup> Past successful examples include the Santa Fe Institute, Santa Fe Opera, and the Indian, Spanish, and International Folk Art Markets

<sup>5</sup> 2010 SLDP Final Draft.” Santa Fe County Sustainable Land Development Plan [SLDP]. “2010. [www.santafecountynm.gov/userfiles/SLDC/SLDCDraftChapters1\\_4bcc12.13.2011.pdf](http://www.santafecountynm.gov/userfiles/SLDC/SLDCDraftChapters1_4bcc12.13.2011.pdf)

<sup>6</sup> Net, FY 2012. Santa Fe County Comprehensive Annual Financial Report. June, 2012. [www.santafecountynm.gov/userfiles/Finance/SFCauditCAFRFY2012.pdf](http://www.santafecountynm.gov/userfiles/Finance/SFCauditCAFRFY2012.pdf)

In addition to County-owned property, certain “hot spots” show promise of strong growth and ED potential, including the Community College District, and merit focused attention. SFC anticipates substantial growth in the Edgewood area, and would benefit from close collaboration with and support of stakeholders in the southern part of the County on water infrastructure planning and industrial park/commercial land for development, as well as ongoing planning efforts related to the RT. 66 development from Moriarty to Albuquerque.

### ***Affordable Housing***

High home values produce major revenues for the County, but lead to affordability challenges. Housing costs in SFC are significantly above state averages. Many leading affordable housing entities operate in SFC, but resources need to be better utilized to ensure that adequate housing options are available for low income residents, particularly first-time home buyers, seniors, entrepreneurs, and artists and artisans, and including such areas as El Dorado and Edgewood’s section 16. Much of the projected growth in the County is expected to occur in the unincorporated areas, partially as a response to the high cost of living in the City of Santa Fe. New housing can provide a strong boost to the economy but sustainable development is of paramount importance.

At the present rate of utilization, County Affordable Housing funds are expected to zero out in approximately 3-4 years without additional capitalization. Providing additional funds to build and rehabilitate existing housing, in addition to the social value provided, would drive an economic boost in GRT and goods and services associated with new housing, while creating immediate jobs for construction workers and helping sustain or create homeownership opportunities for Santa Fe County’s workforce. If combined with the Green Building target industry objectives as “Green Affordable Housing,” the economic and environmental impacts will be magnified while supporting this Plan’s strategic objectives.

### ***Workforce Development & Education***

Meeting labor needs in response to national trends and regional economic growth requires coordination among the County, local industry, other government bodies, and workforce training programs. SFC has a viable workforce and a vibrant ecosystem to address training and capacity building needs. Although lacking a major university, the County is well-served by Santa Fe Community College, the Institute of American Indian Arts, Santa Fe University of Art and Design, and St. John’s College. Other workforce organizations, including SER Jobs for Progress and YouthWorks, provide services and training that connect workers with jobs. Similar to the education/workforce training model that was developed in Albuquerque in collaboration with Sandia National Labs, SF County should work with local high schools and colleges (both 2 and 4-year), and Los Alamos National Laboratory to develop a technical curricula that meets current and future high tech workforce training needs. This would create a clear pipeline for high school and college graduates to immediately receive employment in high tech and high wage jobs. Additionally, partnerships with Northern Area Workforce Development Board and the SER Jobs For Progress present opportunities for workforce training and development.

SF County must also consider the quality of education generally, and the performance of all of its schools and students, as vital precursors of effective economic development. Students who fail to graduate from high school, or who do so lacking basic employment skills, will prevent the County’s economy from reaching its potential, and discourage companies and entrepreneurs from establishing operations here. Therefore, staff should be working with all County public education districts to improve their performance.

### ***Finance and Funding***

As noted above, the County has utilized capital tools successfully in the past for economic development, and opportunities abound to expand these efforts to fund new initiatives. SFC has raised funds directly through General Obligation Bonds and Capital Gross Receipts Taxes, such as for the Open Spaces program. The County has also successfully used LEDA (Local Economic Development Act) to implement economic development initiatives, though expenditures are capped at 10% of the General Fund per LEDA requirements. Federal grants and philanthropic funds are available, many focused on specific local needs. The County is a good manager of federal funds, and more opportunity exists (e.g., via DOD, DOE, HUD), which SFC should aggressively pursue. State funds can also be tapped, such as from the NM Finance Authority. Financial innovations like crowdfunding (large numbers of small investors connected by the Internet), Impact Investing (seeking social as well as financial returns), and Local Investing (in the investor's home community) are emerging methods available to nonprofits and small businesses in the County. Additional vehicles, such as a Local Option GRT Increment, could also be explored to supplement the resources available.

### ***Telecommunications***

Telecommunications infrastructure and high-speed affordable broadband are crucial assets in the innovation economy. Although basic broadband access is available throughout most of the County, faster speeds and redundancy will be needed; and key economic anchor sites like SFCC and SF Studios require high-bandwidth fiber upgrades in order to provide a suitable environment for new businesses and entrepreneurs. Providing access and education for particular groups of residents with low broadband adoption rates is important to ensure that they have basic workforce skills. Select small, phased, cooperative investments and support could help the County reinvigorate existing industries and develop new businesses with enhanced broadband capabilities. Currently, SF County is engaged in ongoing broadband discussions with the City of Santa Fe, SF Community College, IAIA, SF Indian School, UNM GigaPop, and several other public and private sector organizations, to explore how best to serve the County business, educational, and residential communities with affordable and high speed broadband. In particular, SF County is interested in exploring ways to reach rural parts of the County that are currently under-served in broadband availability.

### ***Transportation***

Existing and proposed transportation systems, including an airport, roads, rail access, transit, interconnected pedestrian and bicycle networks, and trucking and freight accommodations, provide a foundation for economic vitality. Santa Fe County is host to multiple transportation planning agencies that provide program and project oversight for the growth of this network. Active participation with and investment in the New Mexico Department of Transportation, Santa Fe Metropolitan Planning Organization, The North Central Region Transit District, the Northern Pueblos Regional Planning Organization and the Mid-Region Regional Transportation Organization allow for a comprehensive approach to transportation and transportation infrastructure throughout the County.

Shifting County population demographics will demand greater access to alternate forms of transportation. Members of the Baby Boomer and Millennial generations will have a greater dependence on and desire for integrated transit modalities.<sup>7</sup> SFC has an opportunity to account

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<sup>7</sup> "Why Millennials are Ditching Cars and Redefining Ownership." Noah Nelson, NPR.org.

for varying transit needs through support of Complete Streets transportation planning, a concept which is designed and operated to enable safe access for people of all ages and abilities so they may safely move along and across streets in a community regardless of how they are traveling. SFC can also support planning that accommodates transit, ADA pedestrian facilities, and integrates existing transit with multi-modal functionality.

### ***Railways***

Amtrak rail service represents an important economic development opportunity for Santa Fe County and for NM in general. New Mexico boardings/alightings on the Southwest Chief, the train that passes through Northeast NM, Albuquerque, and Gallup on its way from Chicago to Los Angeles, account for nearly one-third of all boardings/alightings on the entire route, or 129,304 in total. Of those, boardings/alightings at the Lamy station, which is the depot used for Santa Fe, are nearly 13,000. These boardings/alightings represent valuable tourist dollars brought into the economy. Additionally, the owner of the track, BNSF, pays Santa Fe County approximately \$230,000 per year in property taxes. Santa Fe County should support efforts to keep the Southwest Chief on its existing route, and in particular, support efforts in the NM Legislature to study the legal and financial needs for maintaining the track, as well as specific legislation that appropriates funding for track maintenance.

***Water***  
Water is the single most important and potentially difficult element confronting the County's economic development, but also presents opportunities for smart economic growth. The effects of climate change and prolonged drought are likely to cause increased water scarcity and stress, and SFC's largely decentralized water system makes it difficult to respond in a coordinated fashion. However, by encouraging the development of innovative approaches to water efficiency and conservation, the County can grow local businesses that help resolve this challenge by encouraging technology innovation and assisting them with finding markets for export to an increasingly water-stressed world.

### ***Partnerships***

SFC is part of a closely linked, interdependent regional economy, with numerous critical stakeholders representing the public, private, and NGO sectors. The City of Santa Fe is only the most significant of these inter-related entities. This abundance and richness can also create problems if stakeholder interests are not properly aligned around specific areas of shared interest and importance; and the County's relatively constrained ED resources must be leveraged and amplified to produce optimal effects. Partnerships are therefore an essential prerequisite to the success of this Plan. For economic development purposes, SF County partners, formally and informally, with a wide variety of organizations and institutions, ranging from public to private, and including, but not limited to: the City of Santa Fe (and Convention and Visitors Bureau), Regional Development Corporation, NM Partnership, Estancia Valley Economic Development Association, native American tribes, City of Espanola, Rio Arriba County, Los Alamos County.

### ***Policies***

Effective policies, codes, legislation, and ordinances are among the most effective tools at the County's disposal for encouraging economic growth consistent with SFC's ED agenda. This begins with the SGMP, as well as the Sustainable Land Development Code (SLDC). A broad range of other measures can be considered and implemented, as discussed in detail in the Action Plan chapter below.

## SANTA FE COUNTY OVERVIEW

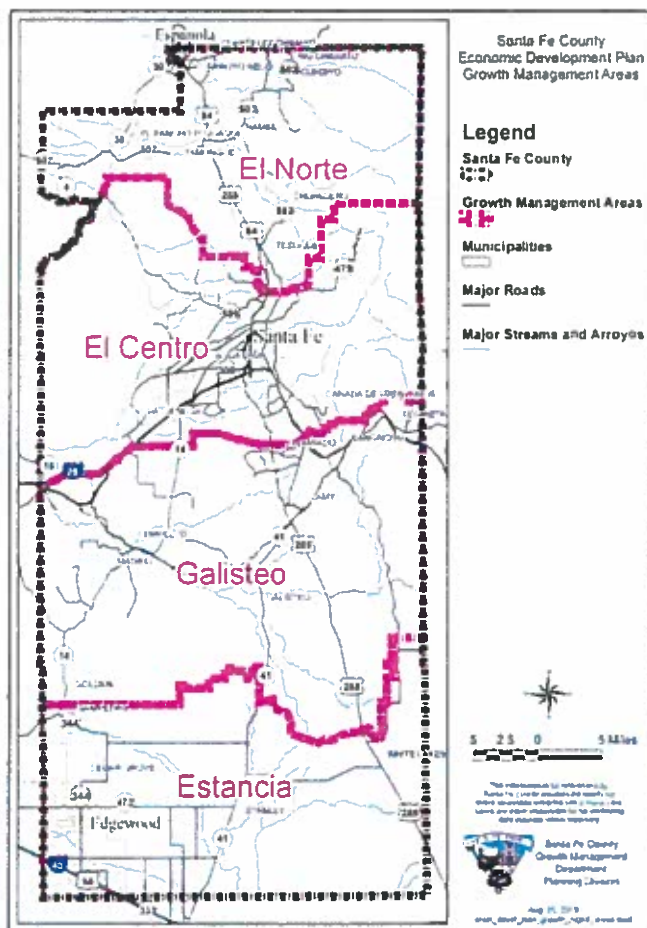
This section presents basic information on the County as a foundation for economic development analysis. For planning and management purposes, the County is divided into four Growth Management Areas (GMAs), based on geographic, political and land use boundaries: El Norte, El Centro, Galisteo, and Estancia. A GMA map and summary table of demographic data follow:

Table 1 Demographic Data

Basic demographic data:	County	City	State
Population, 2012 (estimate)	146,375	69,204	2,085,538
Land area in square miles, 2010	1,909	46	121,298
Population density (persons per square mile)	76	1,478	17
Total Households, 2007-2011	60,594	31,266	762,002
No. of families	36,012	16,276	501,798
Homeownership rate, 2007-2011	70.6%	61.2%	69.6%
Total employment (estimate), 2007-2011	71,194	34,687	886,857
Per capita annual income (2011 dollars), 2007-2011	\$32,680	\$34,443	\$23,537
Unemployment	7.90%	7.50%	8.20%

Source: United States Census Bureau

### Map 1



**Map of Santa Fe County Growth Management Areas**

Santa Fe County residents are generally older and more educated than the rest of the State. County residents have higher incomes than others in New Mexico. Housing is much more expensive in Santa Fe than the State. Adjusted for inflation, income per capita in the County is slightly higher than it was in 2000 -- \$32,680 in 2011 versus \$31,860 in 2000. 2011 per capita income is below the 2005 highest levels, pre recession, at \$36,339 real per capita income.

Population in SFC is projected to grow 1% per year 2010-2030, approximately half the rate of growth over 1990-2010.<sup>8</sup> 146,375 current residents would rise to nearly 180,000 by 2020 and about 200,000 by 2030.<sup>9</sup> Since 2000, the County has grown from about 130,000 to today's number (11.5% increase), of which nearly one-half of the population lives in the City.

Over the last 13 years, the greatest employment growth was realized in the U.S. Census categories of education/health/social services, scientific/management, and industries associated with creativity, tourism and hospitality (arts, recreation, accommodation, and food). Self employment is a strong component of the local job landscape, and data suggest it is becoming increasingly so. Self-employment increased 11% to 14% over the period 2005-2011. As much as

<sup>8</sup> U.S. Census Bureau: Tables CO-EST2001-12-3, B01003; Geospatial and Population Studies Group, University of New Mexico: New Mexico County Population Projections, released Nov 2012.

<sup>9</sup> "Impact Fees for Santa Fe County," James Nicholas, PhD, 2010.

one-fourth of all jobs in the City are sole-proprietors and owners of business partnerships (such as LPs and LLCs).<sup>10</sup> After government employment, the largest three industries by number of positions and revenue are 1. Retail Trade, 2. Health Care and Social Assistance, and 3. Accommodation and Food Services.

## GROWTH INDUSTRIES

This Plan focuses on the five Target Industries identified in prior SFC economic development planning efforts, including the SGMP. Research also identified a sixth high-growth opportunity- Health & Wellness. The six sectors are as follows:

- Agriculture
- Arts & Culture
- Ecotourism and Outdoor Recreation
- Film & Media
- Green Industries (especially building, energy, and water)
- Health & Wellness

Each shows promise for continued expansion, and new businesses, jobs, and tax generation, if the appropriate steps are taken.

### Agriculture

Agriculture in New Mexico is thousands of years old -- its long history places high value and importance for the region, disproportionately more than its actual size today in the local economy. Interest in local food and local food security is rising. Agriculture plays a major role in local culture and therefore has a strong impact on tourism. Traditional agricultural products and practices influence the way of life and contribute to the authenticity and uniqueness of Santa Fe County, and have a greater impact than direct financial metrics would imply. A positive ecosystem of organizations is available for local action.

Of 489 farm owners in the County, only 209 (about 42%) listed farming as their primary occupation in 2007, down from 238 in 2002. Total farm operators in the county fell in that same period from 768 to 721 (farms may have multiple operators). Of these farms, two-thirds are smaller than 50 acres in size. Median farm size in Santa Fe County is just 17 acres. The average net income per farm is minus \$4,801 (as in below \$0). Average income per family with a farm has fallen, from \$27,991 to \$18,919.<sup>11</sup>

Major challenges include fragmentation of interests and perspectives among farmers, ranchers, and other participants; the aging farmer and rancher population, with dwindling interest on the part of younger generations to participate; and the vulnerability of water supplies. The number of acres classified in agriculture decreased 25% over the last decade. It is estimated that only one-half of County land designated for cultivation is currently in use. Therefore, supporting existing farmers and bringing in new ones is valuable. Maximizing limited sales is important, including fostering specialty products, direct sales (e.g., farmers markets, mobile matanzas), and niche markets.

### *Key Directions for Sector Progress*

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<sup>10</sup> BBC Research and Consulting. "Housing Needs Assessment Update." Prepared for the City of Santa Fe. March 2013.

<sup>11</sup> *ibid*

Because agricultural “food sheds” are not formed by county lines, this Plan recommends taking a regional approach to agriculture and joining with other organizations in a common agenda. In particular, the Regional Economic Development Initiative’s 2010 agriculture study prioritized four areas (Infrastructure, Policy and Advocacy, Capital Resources, and Regional Leadership Coordination), balancing potential for impact across a range of stakeholders. The four areas are listed below with County-specific approaches.

- **Infrastructure:** Continue the County’s work ensuring availability of water, maintenance of water rights, and continuation of water seniority on existing agricultural lands. Where necessary, support the continuation of farming activities on properties under cultivation.
- **Policy and Advocacy:** SFC’s farmers and ranchers would benefit from a public County stance on grazing permits on federal land, on which many depend; a plan to address noxious weeds; zoning policies to allow for urban farms/farmstands; and continuation of agricultural land tax valuation.
- **Capital Resources:** Farmers and agricultural organizations need help in raising federal and other grant funding to support local projects, and in promoting connections between farmers/ranchers and financial resources like the Permaculture Credit Union, La Montanita Coop, NM Loan Fund, ACCION, and WESST.
- **Regional Leadership Coordination:** SFC can play an important role in coordinating with other regional efforts, and acknowledging, tracking, and advocating for local organizations doing this work. This area also addresses opportunities in land restoration for agriculture, including forest rehabilitation/thinning, to capitalize on SFC as a leading “Fire Resistant Community” and “wild land-urban interface community.”

## Arts & Culture

Arts and Culture (A&C) is core to the modern heart of Santa Fe. The industry is a key economic driver for the region. The City has among the highest concentration of museums per capita than anywhere in America and the region has the most art businesses per capita. Santa Fe has ranked third in art centers in the US, after New York and Los Angeles. Because so many sector activities occur in the City of Santa Fe and flow beyond city limits, City/County collective effort is imperative.

A&C brings significant capital into the region. One study, “The Economic Importance of Santa Fe’s Arts and Cultural Industries,”<sup>12</sup> (BBER, 2004) valued A&C locally at more than \$1 billion. Commercial activity generated \$54,656,000 in City, County and State taxes. A&C employs 12,567 people -- 1 of every 6 workers in SFC, extrapolating from the BBER report. A&C is the second largest sector employer after government.<sup>13</sup> From 2007 to 2011, the number of total A&C jobs increased 20%. Local arts and cultural activities bring in 38% of capital from outside the region.<sup>14</sup>

Several major challenges affect the sector. Access to affordable housing is a significant impediment to growth. A lack of guest facilities in the County prevents visitors from spending as

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<sup>12</sup> “The Economic Importance of the Arts and Cultural Industries in Santa Fe County.” Lee A. Reynis and Jeffrey Mitchell. Bureau of Business and Economic Research, 2004. (BBER Study)

<sup>13</sup> BBER Study

<sup>14</sup> BBER Study

much time exploring SFC's A&C offerings as they might. Many artists and artisans are operating as small businesses without access to needed business assistance and infrastructure. And the County could do more to co-promote events and activities.

### ***Key Directions for Sector Progress***

The following major areas of initiative emerged as holding the greatest potential for expanding and improving the sector:

- **Map the sector/update the BBER study:** Collaborate with the City and others to create an update to the BBER report. Documenting the needs of this creative sector will help identify strategies to lift the most entities.
- **Explore potential for joint efforts:** As one example, the County Lodger's Tax annual capital is less than \$400,000, and City funds, although more than 10 times this amount, are limited for promotion due to dilution supporting many projects. Joint planning to create a stronger regional voice can increase efficiencies, and foster better return.
- **Artist/artisan entrepreneurship initiative:** Focus on building capacity of local artists' cultural enterprises and building markets for increased sales. Draw upon existing small business assistance entities and/or foster a local cooperative for education and instruction on topics including internet promotion, tax strategies, and product development for artists. Consider an artisan incubator, possibly at the Old Judicial Complex, and consider a SFC Folk Art Market/Festival for local creators.
- **Recognize and celebrate indigenous creativity in all forms:** Find opportunities to showcase SFC's long history of artisanal skills, handicrafts, and custom designs and processes, and to connect these skills with contemporary opportunities. These can be seen now in such forms as works of art and crafts; in the tradition of do-it-yourself adobe home building; woodworkers and traditional furniture, and in the creation of low-rider vehicles (cars, trucks, and bicycles).
- **Develop focused cultural destinations:** Support efforts to create and publicize more visitor destinations, including the cultural corridor between Albuquerque and Taos, Route 66 in the southern tip of the County, the Turquoise Trail running through the middle, and Chimayo's Fiber Trail in the north. La Bajada Mesa is a significant entry point for Santa Fe, and consideration should be given for this area as part of a larger scenic and cultural Corridor between Albuquerque and Taos. The SGMP contains multiple references in Chapter 5 to protecting scenic viewsheds and byways, as well as listing La Bajada Mesa as a potential gateway Corridor. **Explore the creation of a new Arts, Culture, Cultural Tourism task force:** Build on the previous work done by the Arts, Culture, Entertainment task force.

### **Ecotourism and Outdoor Recreation**

Ecotourism and outdoor recreation is a promising and important growth area for the County. Promoting the County as a recreational destination for young people and families could supplement the traditional arts-based tourism associated with an older population (note that there are overlaps between this sector and Arts & Culture). The County has an ideal climate for year-round outdoor activities, a rich unique cultural legacy, and ample open space, much of it underdeveloped and underutilized. With the recent expansion of Bicycle Technologies International (BTI) and hosting of the International Mountain Biking Association (IMBA) World

Summit, biking is emerging as a major activity in the County and opportunity for both ecotourism and local business development.

Tourism in all forms (the only classification available in local economic reporting) accounts for 12.4% of County employment. Wages totaled \$208.7 million in 2011, 8.5% of County registered labor income, a potential reflection of salaries in this sector that are below local averages.<sup>15</sup> Total visitor spending in the County increased from \$670 million in 2010 to \$692 million in 2011, returning to pre-recession levels.<sup>16</sup> Tourism in the County in 2011 generated \$159 million in taxes (\$86 million Federal, \$50 million State, and \$23 million Local).<sup>17</sup> Agritourism (bringing visitors to a farm or ranch) is a growing part of the national economy that generates over \$566 million in revenues for US farmers each year. Fewer than 25 NM farms cite revenue from it, indicating significant growth potential.

Outdoor recreation contributes \$3.8 billion annually to the state economy, including \$2.75 billion in retail sales and \$184 million in taxes, and supports 47,000 jobs. This accounts for 4.6% of the state's gross domestic product.<sup>18</sup> Biking opportunities for road and trail are expanding in the County. 23% of New Mexicans participate in biking, which contributes more than \$300 million in equipment purchases statewide. With the addition of the Santa Fe River Trail (SF Greenway Project), and the possibility of a new Camino Real trail (in collaboration with the National Park Service), the ecotourism opportunities for the region are enhanced.

The equestrian industry is an important component of the SF County economy, with over 500 members represented in the Santa Fe County Horse Coalition. Horse facilities, trails, and training grounds provide a robust infrastructure for clinics, agritourism, and overall health/wellness for SF County residents and tourists alike.

Additionally, wedding tourism has emerged as an important element of the tourism economy of Santa Fe, and in particular, same sex marriages. Santa Fe County is by orders of magnitude the most popular County for same sex marriages in New Mexico, and according the County Clerk's office, almost half (305) of same sex marriage licenses issued for late 2013-early 2014 are issued to out-of-state residents, which leads to increased GRT.

Major challenges include a lack of coordination between entities involved in the various aspects of tourism; underutilized off-season capacity in the October to June period; and inadequate recreational infrastructure.

#### ***Key Directions for Sector Progress***

The following major areas of initiative emerged as holding the greatest potential for expanding and improving the sector:

- **Road and Mountain Biking:** This is a key area for the County, and one in which to invest capital and staff time, as the leading ecotourism strategy. It is a good shoulder- and high-season activity that could be promoted through marketing and PR.
- **Leverage available partnership opportunities:** Where possible, joint efforts between the City, NM Tourism Dept, non-profits, and the County increase the impact of investments made in this sector.

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<sup>15</sup> "The Economic Impact of Tourism in New Mexico." Tourism Economics. 2011.

<sup>16</sup> *ibid*

<sup>17</sup> *ibid*

<sup>18</sup> "Trails for the People and Economy of Santa Fe." Ernest Atencio, Santa Fe Conservation Trust. 2012.

- **Partnerships:** Although corporate sponsors are lacking, many organizations with ties to the County can provide resources to advance ecotourism, especially when focused on biking and equestrian activities. Strategic partnerships with private sector and other entities could provide needed funding and visibility for events and promotional efforts.
- **North Central Regional Transit District (RTD)** and its partners are building the local transportation network. "Blue Bus" services run during the week. These vehicles could serve as shuttles for tours, tourist destinations, and/or provide access to the ski basin on weekends.
- **Highlighting the Cultural Corridor** between Albuquerque and Taos links tourism for all participants -- local and visitor. It connects existing tour routes like the Turquoise Trail up from the south and the Fiber Route in the north. Work with existing organizers, such as the Global Center for Cultural Entrepreneurship, to coordinate promotion of events linked to the corridor, such as County based Gallery Tours, to reach a wider audience. SFC staff can participate in regional convening, in planning efforts by the Northern Rio Grande National Heritage Area, and other government entities to ensure SFC based activities are "on the agenda."

## Film and Media

Over the past 10 years, the media industries, and particularly film, television, and their related sectors, have experienced tremendous growth in New Mexico. Santa Fe County and the surrounding regions have been primary benefactors of this growth: tens of millions of production dollars have been spent here, thousands of direct and indirect jobs have been created or supported, and hundreds of local businesses have been patronized during this period. The industry also provided a significant economic and job creation cushion as other sectors faltered during the economic downturn of 2008-2012.

While production declined significantly in 2011-2012 as the political climate destabilized and incentives were uncertain, it has rebounded with the reestablishment of a stable and supportive climate. In May 2013, the NM Film Office (which does not break out figures by county) announced 10 projects were filming in the state just that month, compared to 13 in all 2012. Santa Fe Studios President Jason Hool recently reported that the facility was at full capacity.<sup>19</sup> Average direct spending into the NM economy for 2009-2013 was \$236 million each year. Worker days averaged 187,000 per year over the same period.<sup>20</sup> Statewide, the motion picture and television industry is responsible for 3,268 direct jobs and \$131 million in wages. IATSE Local 480 (the film technicians union) reported that in May 2013, 1,300 of its members were employed on productions in SFC.

Major challenges confronting the sector include a lack of digital and post-production equipment, facilities, and talent able to capture more of this value from studio production; limits on sound stage capacity, constraining growth in the number of productions that can be served; and frequent fragmentation of interests and agenda among the many stakeholders in the SFC film and media ecosystem.

## *Key Directions for Sector Progress*

<sup>19</sup> "Film Productions on Rise in New Mexico," Jeri Clausing. Associated Press, May 2, 2013.

<sup>20</sup> New Mexico Film Office: [www.nmfilm.com/statistics](http://www.nmfilm.com/statistics)

The following major areas of initiative emerged as holding the greatest potential for expanding and improving the sector:

- **Develop Post-Production Capabilities:** Work with Shoot SF members, IATSE, Santa Fe and Garson Studios and other entities to expand soundstage space, establish post-production facilities, and grow other support facilities and local businesses.
- **Form a “co-op” production entity with SFCC/SFUAD/IAIA for production of local content such as governmental PSAs and informational programming, local promotional and tourism programming, etc.:** This would provide cost-effective training and production opportunities for local filmmakers and students, and expand opportunities into post and digital production.
- **Establish a contract coordinating position** to advance efforts across county, city, and regional assets. Ideally this would be jointly supported/funded by the county, the city, and other regional partners via Shoot Santa Fe.
- **Establish a Northern New Mexico PBS TV station:** Work with appropriate stakeholders to evaluate costs and benefits, including a conduit for locally-produced content.

## Green Industries

The Green Industries sector includes three primary components: building, energy and water.

### *Building*

This sub-sector includes materials, design, and construction methods to use fewer resources and healthier products for humans and the environment, while creating durable, high- performance buildings. Both new construction and retrofits/renovation for commercial, government, and residential purposes play a part.

The Santa Fe region has a range of professionals with deep expertise in Leadership in Energy and Environmental Design (LEED),<sup>21</sup> adobe and other natural materials, historic preservation, Home Energy Rating System (HERS),<sup>22</sup> zero emission or “net-zero” homes, Passive House (passive solar design), and other sustainable design and construction specialties. The most resource-efficient buildings are designed for the particular climate and built from regionally available materials, as has been done in this region for centuries.<sup>23</sup>

Available data are as follows: green buildings made up 17% of residential construction in U.S. in 2011.<sup>24</sup> 480 construction entities in the County generated \$77 million in annual payroll with 2,201 employees.<sup>25</sup> 390 new construction jobs in SFC are projected by 2020, an 18% increase. (2011 figures).<sup>26</sup> Construction as an industry registered \$5.5 million in GRT, nearly 15% of total County GRT collected (2013).

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<sup>21</sup> LEED, the green building certification. [www.usgbc.org/leed](http://www.usgbc.org/leed)

<sup>22</sup> HERS [www.energy.ca.gov/HERS](http://www.energy.ca.gov/HERS)

<sup>23</sup> “Santa Fe Green Building Guidelines.” *GoRealty Santa Fe*. Santa Fe Area Home Builders Association & Sustainable Communities, Inc., 2002. Web. 25 June 2013.

<sup>24</sup> Thinkprogress.org reported on a survey conducted by McGraw-Hill Construction.

<sup>25</sup> United States Census Bureau:

<http://factfinder2.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=bkmk>. August 2013.

<sup>26</sup> “2020 In-Brief Santa Fe MSA.” New Mexico Department of Workforce Solutions. PDF file.

Major challenges are in the areas of access to financing for retrofits and lack of knowledge about the economic benefits of green improvements and techniques; and the building code and regulatory environments. Key directions for progress in this sub-sector are:

- **Fund green rehabilitation and retrofits** of existing affordable housing from a variety of funding sources, including County funds, and finance new green affordable housing.
- **Improve access to financing** with existing resources, like the existing renewable energy financing district, to provide affordable capital for this work. Channel grants and other funding sources.
- **Review the Sustainable Land Development Code (SLDC)** to embrace green construction, and add new HERS requirements that save consumers money over the life of the building.

### **Energy**

This sub-sector includes renewable energy generation and decentralized energy systems. Nationally, renewable and clean energy have been among the fastest growing green industry segments in the past decade. Renewable energy and energy efficiency technologies generated 8.5 million new jobs, \$970 billion in revenue, and more than \$100 billion industry profits in 2006.<sup>27</sup>

Over the past ten years, NM's renewable energy sector more than doubled in electricity generated. NM has the second best solar resource nation-wide, and the state ranks 12<sup>th</sup> as a wind resource, with especially good potential in the southeast portion of the County. As of 2011, the Santa Fe MSA had 2,820 green jobs, which made up 4% of all jobs in the MSA and 8% of green jobs in the state. Of those jobs, 410 are Renewable Energy, 370 are Clean Manufacturing, 1,820 are Energy Efficiency and 210 are Research, Development, and Administration.<sup>28</sup>

National estimates indicate that each \$1 million invested in clean energy and energy efficiency creates 16.7 jobs compared with 5.3 jobs generated by spending on oil, gas, and coal. The American Solar Energy Society estimates the renewable energy and energy efficiency industries could create 37 million new jobs in the U.S. by 2030. NM's share would be 236,800 jobs.<sup>29</sup>

Major challenges are in the areas of access to financing for residential and commercial improvements; the utility policy and regulatory environments; and lack of business and consumer incentives for adoption. Key directions for progress in this sub-sector are:

- **Support financing opportunities** that can accelerate renewable energy, construction energy efficiency, and other green improvements. Bring local banks and credit unions into the effort, thus helping everyone to participate in the green economy. Financing through tax bills, utility payments, bonding, and other County mechanisms can also be considered.
- **Evaluate the feasibility of an energy self-sufficiency mandate** for Santa Fe County Buildings that would incorporate solar and other renewable energy. This would show the County as a leader, "practicing what it preaches."

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<sup>27</sup> Greenforall.org

<sup>28</sup> "New Mexico Green Jobs Report: 2011." NM Department of Workforce Solutions 2011

<sup>29</sup> "New Mexico's Green Economy." [www.stateinnovation.org/Events/Event-Listing/New-Mexico-Workforce/Backgrounder/5-2-NMGreenJobsCabinetReport.aspx](http://www.stateinnovation.org/Events/Event-Listing/New-Mexico-Workforce/Backgrounder/5-2-NMGreenJobsCabinetReport.aspx)

- **Champion local energy companies** and support their continued efforts and growth.
- **Continue to explore a City and County-owned and operated public power utility** that could help the County implement green initiatives and promote growth in the green economy.
- **Promote development of grid-scale renewables generation and transmission**, with solar and wind resources and location-appropriate transmission lines to access external markets.
- **Develop leadership in the decentralized energy infrastructure domain**, as this gives strong indication of being a major growth area globally while supporting local goals, and can drive export opportunities and the growth of economic base jobs.

### ***Water Efficiency & Conservation***

Water resources, and the reality of SFC's arid, high-desert geography, are well-known concerns in Santa Fe County, the region, and State. The area is in its third consecutive record drought year, and climate predictions indicate a continuing trend. Water security is an immediate and pressing concern. Central elements for economic consideration include water supply quantity, quality, sources (watershed, surface and groundwater), sustainability, and access (residential, commercial, agriculture, water rights, etc).

Water conservation and efficiency measures can offer significant economic opportunities if the correct steps are taken; and through a research and innovation program, can lead to economic base jobs and export opportunities for products, services, and solutions to an increasingly water-stressed world. SFC already hosts a rich and diverse ecosystem of businesses, professionals, and NGOs working in this domain, some with regional and national reputations.

Major challenges are in the areas of awareness of potential water stress severity; consumer resistance to water reuse; the regulatory environment; and lack of business and consumer incentives for innovation and adoption.

Key directions for progress in this sub-sector are:

- **Communicate the severity of the challenge**, and climate change trends, to all sectors (residential, building design and construction, commercial, agriculture and ranching).
- **Catalyze the design, development, and deployment** of improved water efficiency, conservation, and reuse products, systems, and behaviors across all sectors.
- **Utilize the Pojoaque Basin Regional Water System** (and other water systems) in support of efficiency and conservation technology development and solutions, and to drive broad adoption and highlight new initiatives in the region.
- **Consider a Regional Water Utility** that uses decentralized community systems under a central management authority to achieve greater efficiency and economic development goals.
- **Choose a target and goal** and inspire innovation to improve upon it with competitions and media.
- **Export solutions** to markets outside the County.

### **Health and Wellness**

This sub-sector includes formal medical treatment, care for the aging and retiree populations, “alternative” medicine and modalities, and recognition of the Santa Fe region as a locus for personal care and spirituality. Economic activities within health and wellness have grown significantly in recent years, and this sector is projected to be among the greatest areas for growth and jobs in the County. Beyond traditional medicine, the County’s strong cultural reputation, emerging recreational opportunities, and high density of alternative medicine practitioners could make it a destination for wellness.

Health care is already the fastest growing industry in the County, and Santa Fe is a regional medical center for Northern New Mexico through Christus St. Vincent Regional Medical Center. A rapidly aging population and thousands of newly insured New Mexicans due to the Affordable Care Act present both challenges and opportunities for this sector. Accessibility of care for poor and rural residents is an ongoing challenge that must be addressed to help these communities reach their potential. The Health Care and Social Assistance Industry in the County is composed of 642 establishments with 8,279 employees, or 14% of total employment. Wages in this sector average \$878 per week, and comprise 16% of total County earnings. Employment increased by 1,880 jobs over 2005-2010, an annual rate of 5%. In northern NM, such employment is expected to grow 27% by 2019, the highest rate among all occupational groups.

#### ***Key Directions for Sector Progress***

Major challenges in developing this as a sector have mostly to do with the fact that it has never been approached as a growth *industry* per se (i.e., most participants have a social services perspective). In addition, the components of conventional healthcare, alternative modalities, and the needs of extended life-spans have never been integrated into a common concept.

The key direction for progress therefore seeks to address these challenges by convening the full range of stakeholders to begin discussions about how best to promote the County and the region as a destination for health/wellness.

## **ECONOMIC DEVELOPMENT ACTION PLAN**

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This chapter provides top-priority recommendations, and specific action items for implementation, based on the findings of the Strategic Plan (above). Tied to SGMP strategies and policies, the recommendations begin with overarching Systems and Infrastructure actions, followed by each of the six Target Industries.

### **METHODOLOGY**

A large set – several hundred initial ideas – was generated by the consultants, community interviewees and roundtable discussion members, industry experts, and via research on other community initiatives elsewhere. Overlapping ideas were combined based on synergies and commonalities. Then, the most feasible, diversified, and impactful ideas, based on the consultants’ and experts’ informed judgment and SGMP guidelines, were scored along 10 dimensions. The highest scoring ideas were further developed for these Recommendations. Many of the other ideas compiled have merit, and should be revisited in the future for possible implementation.

### **Portfolio Approach**

In addition to selecting a rich mixture of recommendations spanning systems, infrastructure, industries, and goals, these top-priority ideas offer a diversified mix, or “portfolio” of short and simple, more sustained, and ambitious initiatives, labeled as follows:

- **Quick Win** items can be acted upon right away. These are discrete, modest strategies that will rapidly show tangible results. Acting on them addresses immediate issues, and builds a track record of credibility, while starting the implementation of a comprehensive economic development agenda.
- **Build Capacity** items grow and strengthen County capabilities, using what is already in place, to maximize reach and impact. These strategies require investments of resources, and steady tactical advances, in order to realize the ultimate incremental gains.
- **Game Changer** items are newer, larger, and novel strategies that require greater effort and change. These are usually longer-term efforts that require development over time, and are capable of shifting the entire industry or system discussed.

The portfolio mix is summarized in the tables below:

Systems and Infrastructure	Game Changers	Capacity Building	Quick Wins
Small Biz & Entrepreneurs		Partnerships with local business organizations and support entities	Streamline business licensing and registration Procurement codes aligned to support strategic businesses
Collaborative Structures		Seek a regional brand w/ surrounding players to promote entrepreneurship	Ad hoc task forces on specific themes
Finance	Explore community impact investing via SFC corpus or bonds Local viability of GRT increment LEDA Funding vehicles for high-growth/potential areas	Small grants and sponsorship pool for community improvements Hire contract grant writers	
Workforce Dev		Increase Internship programs (Youthworks, AmeriCorps, SER Jobs for Progress, others)	
Infrastructure	Ubiquitous high speed broadband, fiber in target ED areas	Airport increased activity & improvements	
Built Environment		Increase availability of affordable housing Incorporate economic development objectives in uses of County property	

<b>Arts &amp; Culture</b>		Support development of Cultural Corridor Support artists in unincorporated areas	Update BBER study
<b>Ecotourism/ Outdoor rec</b>	Support growth of recreational experience and equipment companies	Explore joint efforts and potential combined marketing efforts between City and County	Better way-finding for trails and open space
		Promote SFC as year-round destination with shoulder season event(s)	
		Support better RV infrastructure	
		Support national sporting events in SFC	
<b>Film &amp; Media</b>	Develop post-production capabilities	Explore co-funding film/media coordinator	
		Facilitate Co-op production entity Evaluate costs/benefits of PBS license in SFC	
<b>Green Industry- All</b>	Foster third repayment mechanisms for energy and other improvements		
<b>Green Building</b>	Make green, affordable housing available	Evaluate feasibility to mandate path for energy self-sufficiency of buildings in SFC	Encourage retrofits to develop the local green building sector
<b>Energy</b>	Support in concept a local public municipal utility	Support SFCC Training Center Corp. programs	Apply Qualified Energy Conservation Bond ED investments in renewables
		Promote utility-scale renewable generation, transmission	
		Phase 2 funding for Microgrid Systems Laboratory	
<b>Water</b>	Create a Decentralized Regional Water Authority	Maximize capture, use of rain and grey water through favorable codes and policies Include ED Manager in Aamodt planning discussions	Develop showcase events around water
<b>Health &amp; Wellness</b>			Focus group to develop industry

## EXPLANATION OF THE FRAMEWORK PRESENTATION

Recommendations appear below under relevant top-level “goals,” i.e., critical directions for advancing the overall economic development strategy. Every goal is aligned with specific Sustainable Growth Management Plan goals, strategies, and/or policies for cohesion within SFC efforts, and to ensure a unified vision. The definitions of the terms “goal, policy, and strategy” are applied here as used in the SGMP.

In each section below, the goal is explained, and then the following information is provided for each recommendation:

**“Portfolio Type,”** as in the table above, classifies each type:

- Quick Win
- Build Capacity
- Game Changer

**“Action Needed”** details the type of action required by the County:

- **Legislation:** County rule, statute, ordinance and/or policy adoption/change; or passage of a resolution.
- **Collaboration:** County partners with other entities to implement the idea.
- **Investment:** County expends resources in some manner to implement the idea. This means fiscal or similar resources.
- **Facilitate:** County allocates staff time, but not money. It is similar to Collaboration above, but here the County takes a leadership role with active, consistent involvement.

In a few cases, an option is marked with more than one action, “Other” or “All.”

**“Time Frame”** indicates the period required to accomplish the accompanying recommendation:

- Short: 1-3 years
- Medium: 3-7 years
- Long: 7+ years

**“Strategy”** explains SFC’s specific action(s) for implementation.

**“Resources Needed”** provides a high-level assessment detailing resources and actions to implement the idea: funding, relationships, major steps, specific staff time, and/or other items.

**“Key Collaborators”** identifies major stakeholders to work with: businesses, non-profits, government entities, philanthropic sources, and/or others.

**“Capital Needed”** is a preliminary estimate of the level of investment required to carry the recommendation forward (by the County or other entities). It is indicated as low, medium, or high. In broad terms:

- Low is less than \$100,000
- Medium is up to \$500,000
- High is greater than \$500,000

Note that this does not imply that the County is obligated to provide any or all of this capital. It is simply a means to understand the scale of the effort itself.

“Metric for Success” identifies the indicators by which progress and implementation can be measured, assessed, and evaluated.

## RECOMMENDATIONS

### Overarching Recommendations:

#### Systems and Infrastructure, Multiple Sectors

#### GOAL 1: Stimulate entrepreneurial activity in Santa Fe County.

This goal is taken directly from SFC’s economic development mission statement. Entrepreneurial growth in Santa Fe County is a key to economic diversification and a reduced dependence on the traditional economic drivers such as Los Alamos National Laboratory, Tourism, and government. It is a foundational activity of economic development efforts by the County.

This is supported by:

- SGMP Goal 8, Policy 8.5

**Policy 1.1**     *Quick win: Streamline business licensing and registration processes and reduce the registration fees to an amount comparable with neighboring governmental entities.*

This is supported:

- SLDC Chapter 10, Sec. 10.6

**Action Needed:** Legislation

**Time Frame:** Short

**Description:** Make it easy and encouraging for small business in SFC to register, and then renew each year. User-friendly, “one-stop shop” process serves the dual purpose of reducing the number of scofflaws, which allows for better data collection for economic development purposes. At the same time, favorable interactions with the County pave the way for stronger, more positive future relationships. An easy renewal process keeps business owners coming back.

**Strategy 1.1.1:** Re-design current requirements and processes for greater ease of use by small businesses.

**Strategy 1.1.2:** Amend County Fee Ordinance so that business registration fees are in line with City fees and neighboring counties.

**Strategy 1.1.3:** Offer one-stop online registration or in person.

**Strategy 1.1.4:** Have occupancy requirements based on business type and size. For example, home-based service businesses that rarely have customers on-site are granted a lighter process that is still safe and complies with appropriate review.

**Resources Needed:** Ordinance and code change and staff implementation. Revenue projected to increase with more systematic annual renewals and an increasing number of business registrations each year.

**Key Collaborators:** Business organizations, business support entities for education/dissemination, and County internal departments.

**Capital Needed:** Low

**Metric for Success:** New fee ordinance adopted reflecting more appropriate business registration fees. New code adopted reflecting simple, streamlined business guidelines.

**Policy 1.2      *Build Capacity: Foster active partnerships with local business support programs to enhance target industries.***

This is supported by:

- SGMP Goal 10, Strategies 10.1.1, 10.1.2, 10.1.3
- SGMP Goal 12

**Action Needed:** Collaboration

**Time Frame:** Medium

**Description:** SFC enjoys a rich mixture of support organizations and programs, which rely (in part) on public funding for their continued operations. The County can earn a strong ROI by supporting effective entities and their existing successful programs.

**Strategy 1.2.1:** Collaborate with and participate in local organizations through sponsorship of events, attending public efforts, connecting businesses and entrepreneurs with appropriate organizations, linking SFC website with others, staying current on ED initiatives, and other active contributions to the regional ED eco-system.

**Resources Needed:** Staff time, PR through regular communication channels, and small financial support as part of local sponsorships (see Policy 2.4, below).

**Key Collaborators:** SFC, BizMIX, Accion, Loan Fund, WESST, Velocity Project, SF Business Incubator, SBDC, SCORE, LANL/Sandia's small business efforts, and others.

**Capital Needed:** Low

**Metric for Success:** Number of collaborations/partnerships, attendance at events, support in dollars, press/media mentions.

**Policy 1.3      *Build Capacity: Collaborate to enhance the Santa Fe brand to include both City and County, and feature their distinctive assets and attributes for entrepreneurial growth.***

This is supported by:

- SGMP Strategy 10.2.1

**Action Needed:** Collaboration, Investment

**Time Frame:** Long

**Description:** Santa Fe's brand is strong, but limited in topic and geography. It would benefit from more contributions to expand the image to include SFC (and the region), and from an identity that fosters the triple bottom line economy.

**Strategy 1.3.1:** Ensure SFC is "at the table" at discussions and events that shape this identity. SFC aligns its activities with others in the region. SFC staff reinforces the triple bottom line economy messaging in its and other communications and activities.

**Resources Needed:** Staff time and County wide collaboration, connections, and coordination with other stakeholders. Time and resources from County PR and marketing.

**Key Collaborators:** County PR and other departments, City of Santa Fe, Convention and Visitors Bureau, business organizations, and other local governments.

**Capital Needed:** Low

**Metric for Success:** Media attention and number of media hits, recognition in perception surveys, changes in attitudes by local business people as measured in surveys.

**Additional recommendations supporting this goal:**

**Policy 1.4**     *Quick win: sWork with SF County Procurement staff to explore any additional innovative means to support County businesses with local preferences. .*

This is supported by:

- SGMP Policy 12.2

**Action Needed:** Legislation

**Time Frame:** Short

**Strategy 1.4.1:** Allocate staff time to evaluating and modifying relevant codes.

**Policy 1.5**     *Quick Win: Organize ad hoc collaborative task forces for specific ED purposes, e.g., Shoot Santa Fe and a renewed, but more targeted ACE.*

**Action Needed:** Collaboration

**Time Frame:** Short

**Strategy 1.5.1:** Allocate staff time and cultivate political capital, then organize task forces around immediate and specific shared goals.

**GOAL 2: Catalyze new capital flows into SFC through innovative financing and grants.**

One of the greatest hurdles to growth for new businesses and mature commercial efforts is capital. SFC is well placed to increase the flow of investment financing, public funds, and philanthropy to advance its economic development goals. SFC has direct access to specific tools to use and is well placed to access certain funding. The nature of financing is changing, with the rise of impact investing and socially responsible entities, as well as technology mobilizing crowd-funding and direct public offerings.

This goal is supported by:

- SGMP Goal 12, Policy 12.1

**Policy 2.1**     *Game Changer: Explore potential allocation of County investment corpus and/or bonding capacity for community investment.*

This is supported by:

- SGMP Policy 12.1

**Action Needed:** Statutory Legislation  
Medium

**Time Frame:**

**Description:** Community Investment is the fastest growing field within impact investing (also known as socially responsible investing, or SRI, which in itself is increasingly established in the industry). Today, 1 of every 8 professionally managed dollars is under SRI. Many studies document that SRI investing can generate market or higher portfolio returns.

Community investment focuses on viable local placement of capital that generates financial return while also deriving social and/or environmental benefits. This is not a new concept; the County has already done this with transactions like SF Studios. As one example, SFC could set up an Economic Development Fund to invest into local efforts with promise of return. There are community development organizations that offer a published rate of return for investors (such as the County), and which in turn invest directly into community projects, creating a win-win that includes a small financial return plus a potentially large social return. Supporting local films by providing short-term loans could be repaid by state production rebates. SFC could pursue investment in local renewable energy, and attract target innovators and companies. In addition, fossil fuel *divestment* would offer strong support for alignment with the sustainable elements of the SGMP.

Many public institutions already have such policies in place. One of the largest is CALPERS, the California state employees' pension fund with billions under management. In addition to numerous screening guidelines, 1% is allocated to California community investment.

**Strategy 2.1.1:** Review feasibility and potential with SFC finance officials. If pursued, SFC would need to establish investment, due diligence, allocation and management criteria.

**Resources Needed:** Initially, staff time, leadership, political will. Collective effort and internal education will be needed to have managers, financial professionals and leaders understand the goals, value and process directing investment corpus allocation that generates return.

**Key Collaborators:** Financial professionals, local impact investing community and initiatives, political leaders, County Management

**Capital Needed:** Very Low to start; grow with time and experience, but any costs should be covered by returns.

**Metric for Success:** feasibility reviewed, guidelines developed, portfolio requirements, portfolio performance, financial return on specific investments, and other types of return defined and generated.

## **Policy 2.2      *Game Changer: Explore viability of establishing a Local Option Gross Receipts Tax for Economic Development projects***

This is supported by:

- SGMP Policy 8.6 and 12.1

**Action Needed:** Legislation

**Time Frame:** Medium

**Description:** This recommendation could generate substantial funds dedicated to economic development in Santa Fe County which could be designated for specific purposes. While taxes are not popular, the return on investment for this is high.

**Strategy 2.2.1:** Facilitate efforts by seeking expert input

**Resources Needed:** To explore viability, this needs resources: some time from experts both local and nationally, and input needed from key politicians. To advance to fruition, will need high political will and social capital.

**Key Collaborators:** Internal County personnel, political leaders, technical experts and input from key community voices

**Capital Needed:** Low

**Metric for Success:** Viability understood, report generated, next steps to referendum documented.

**Policy 2.3      *Game Changer: Explore how available financing mechanisms can be used to enable the Community College District and other projected high growth areas to achieve Economic Development objectives.***

This is supported by:

- SGMP Goal 11 and 12, Policy 12.1, 11.2

**Action Needed:** Legislation/Other

**Time Frame:** Long

**Description:** To accelerate advances in the fastest growing economic areas in the County, SFC can identify and support utilization of available financing mechanisms as appropriate. This facilitates greater, appropriate growth by attracting entities connected with the Target Industries as well as services that support the employees and students, including food, housing and other needs.

Examples of available financing mechanisms include Local Economic Development Act, Industrial Revenue Bonds, and Tax Increment Development District (TIDD). TIDDs are mechanisms to support economic development and job creation by providing gross receipts tax financing and property tax financing for public infrastructure. New Mexico Finance Authority is promoting financing and grants for government and private entities that foster economic development. Working with banks on existing deals accelerates transactions.

**Strategy 2.3.1:** Lead efforts to explore bringing new and additional funding mechanisms to the CCD and other projected high growth areas to help new businesses access capital.

**Resources Needed:** Leadership and political navigation, some money by County for administration, with emphasis on net gain for any County expenses.

**Key Collaborators:** SFC, SFCC, SF Studios, BTI, civic groups, Edgewood area stakeholders, Chambers of Commerce, planning entities

**Capital Needed:** Depending on financing mechanism, Medium to High)

**Metric for Success:** Identify feasible sources of supplemental funding.

**Policy 2.4      *Build Capacity: Allocate funds to a small-grants and sponsorship pool for targeted ED.***

This is supported by:

- SGMP Goal 12, and Policies 12.2 and 12.4

**Action Needed:** Investment

**Time Frame:** Short/Medium

**Description:** The County should take a small amount of its economic development budget and combine it, when needed, with State, City and other sources to support small community initiatives and organizations through sponsorship, participation, and funding. "Investment" means taking monies and offering challenge grants, matching funds, returnable capital, and sponsorships where the County gets value, as well as increasing probability of successful initiatives. Making small community improvement grants available supports events, improves facilities, creates signage, and other specific uses to move economic development.

**Strategy 2.4.1:** Establish criteria for selection, administration processes and reporting requirements. This will be a light administrative effort, not a new bureaucracy.

**Resources Needed:** Small line item within the economic development budget, as State funding is often available. In addition, it requires staff time for the administration, management and tracking of capital. Some marketing/promotion effort will be needed, as well as education of local community entities.

**Key Collaborators:** SFC, County Commissioners, community groups, County internal staff

**Capital Needed:** Low

**Metric for Success:** Amount of money provided, report back on uses of money provided

**Policy 2.5**     ***Build Capacity: Hire contract grant writers to catalyze local applications for large philanthropic and federal grants.***

This is supported by:

- SGMP Goals 8-13

**Action Needed:** Investment

**Time Frame:** Medium

**Description:** A very small portion of the economic development budget should be used to contract with grant writers on an as-needed basis, for specific applications of strategic value that have high probability of bringing in large grants from philanthropic, federal, or other sources.

The County will partner with local entities, such as the City and leading non-profit organizations to leverage its standing to channel new funds into the community. This has been done in many other communities, and captures the opportunity created by federal funding agencies, some of which report that "money is sent back from NM to Washington every year."

**Strategy 2.5.1:** Dedicate budget allocation.

**Strategy 2.5.2:** Work with key collaborators; establish decision-making criteria.

**Resources Needed:** staff time, small amount of funding that leads to greater capital brought in.

**Key Collaborators:** SFC, nonprofit organizations,, City of Santa Fe, local communities, NM state agencies, government agencies, foundations

**Capital Needed:** Low

**Metric for Success** Return on Investment: amount of money invested vs. amount awarded.

### **GOAL 3: Maintain a strong workforce to attract/retain businesses.**

Any economic development plan is only as viable as the workforce available to execute it. Given the disproportionately low number of young people in the community, SFC economic development seeks to engage young professionals meaningfully in the community and attract more of them as a measure to counteract the outward flow of this population.

This goal is supported by:

- SGMP Goal 13, Policies 13.1, 13.2, 13.3

#### **Policy 3.1      *Quick Win and Build Capacity: Engage Internship, apprenticeship, and entry-level professional programs; support SFCC and SER Jobs for Progress training programs.***

**Action Needed:** Other

**Time Frame:** Short

**Description:** This recommendation fosters an environment of professional development, and builds a broad coalition offering regular support for entry level jobs, professional development, and a path to advancement. A first step is to involve internships and apprenticeships in County government with groups including YouthWorks and national AmeriCorps programs (AmeriCorps, VISTA and RSVP); in Santa Fe the EarthCare team is an example, in County government and local agency projects. This recommendation also supports training by local entities like SER Jobs for Progress and other workforce development entities.

The longer term effort envisions a collective ecosystem for young professional jobs, and regular entry opportunities that are well known and available in public, private and non-profit organizations.

**Strategy 3.1.1:** Facilitate efforts to secure grants for internships; design internship programs based on organization requirements; and include interns and professional development in other SFC funded efforts.

**Resources Needed:** High leverage opportunity for little investment. YouthWorks has established guidelines and an example at the County and City for apprenticeships, which can readily be replicated. Longer term, SFC staff time invested into collaboration brings together others interested in young professional development through the Chamber and other entities. To expand efforts, a grant writer is contracted to assist with securing internship funding; \$10,000 is the match cost per year to fund each AmeriCorps VISTA position, for example.

**Key Collaborators:** SFC, Youthworks, SFCC, County agencies NM state commission on volunteerism/Corporation for National Service (AmeriCorps), Chamber of Commerce, City, labor unions, workforce development, educational institutions, private sector employers

**Capital Needed:** Low

**Metric for Success:** Number of interns, number of hires, number of trainings

**GOAL 4: Make critical infrastructure improvements and capitalize on the existing built environment for economic development goals.**

Maximizing existing physical resources for economic development is foundational to the overall strategy and vision. Strong, functioning and efficient infrastructure is a vital building block for local economic activity and tourism alike. The County will participate in and contribute to valuable infrastructure improvements that generate high return on investment. It will leverage its budget, work with others, and – where necessary – seek additional resources.

This goal is supported by:

- SGMP Goal 9

**Policy 4.1      *Game Changer: Support establishing ubiquitous, affordable high-speed broadband county-wide, and particularly in targeted ED areas.***

This is supported by:

- SGMP Policy 9.1, Strategy 9.1.1

**Action Needed:** All

**Time Frame:** Medium

**Description:** This recommendation encourages expansion of high-speed internet access throughout the County, particularly in higher economic traffic zones. It specifically ensures adequate and affordable connectivity to and around the Community College District (CCD). It suggests exploring the viability of connecting REDI Net to National Lambda Rail. It also involves the establishment of additional wireless networks, especially for rural regions of the County. Given the County's limited roles, responsibilities and capabilities regarding broadband, it should embark upon ways to partner or cooperate with other public sector entities and with the private sector interests, to achieve social and economic win-win outcomes.

Building on the success of the SFRTC and REDI Net, the County should perform a County-wide needs assessment to determine where the current gaps are in broadband connectivity, and where the County should target resources, which could include an open fiber network extension from the REDI Net Point of Presence (POP) at the County Fairgrounds to the CCD; other anchor sites should also be considered as the basis and focus for greater countywide broadband planning considerations and initiatives.

**Strategy 4.1.1:** SFC will facilitate collaborative action among regional stakeholders, particularly to ensure the right institutions and organizations are at the table; involve the private sector and support their lead; and work toward consensus around the idea.

**Strategy 4.1.4:** Consider leveraged investments in particular projects that offer strong return.

**Resources Needed:** Some staff time and political support are required at minimum; possibly capital at a later stage.

**Key Collaborators:** SFC, REDI Net, consultants, City of Santa Fe, SFCC, Santa Fe studios, businesses and residents in and around CCD and other priority areas, private providers

**Capital Needed:** High

**Metric for Success:** Comprehensive plan established that ensures all of SFC has access to high-speed broadband.

**Policy 4.2      *Build Capacity: Actively work to increase availability of affordable housing in SFC.***

This is supported by:

- SGMP Policies 8.1, 8.2, 8.3, 13.1

**Action Needed:** All

**Time Frame:** Medium

**Description:** Housing is a significant portion of the County's tax base. Construction is a key component of the local economy. High housing prices make affordability a challenge, decreasing live-ability for some in this community. For this recommendation, SFC will actively foster an increase in affordable units through new development, rehabbing existing housing stock, and repurposing buildings throughout the County, including communities such as El Dorado and Edgewood. For funding, provide additional funding for existing and recommended affordable housing initiatives. Specialized efforts will be encouraged to support specific populations and create communities, such as artists, seniors, film workers, or immigrants, among others.

**Strategy 4.2.1:** Create supportive and logical policy; provide leadership; enable access to third-party financing; and offer facilitation to advance this agenda.

**Strategy 4.2.2:** Channel existing SFC budget line items to maximum effectiveness. For example, direct allocation of portions of the affordable housing budget to programs that attract/retain artists, entrepreneurs, filmmakers and seniors would directly support ED goals.

**Resources Needed:** This recommendation is best executed on a case-by-case basis to support specific developments with focused attention on targeted populations.

**Key Collaborators:** Santa Fe County Affordable Housing Program, Santa Fe County Housing Authority, Homewise, Homebuilders Association, Housing Trust, public agencies such as HUD, NM Mortgage Finance Authority, and other affordable housing NGOs.

**Capital Needed:** High

**Metric for Success:** Measurable reduction in Public Housing Authority waiting list, Number of projects, number of housing units, dollars invested in affordable housing, number of families served, targeted businesses, and entrepreneurs served.

**Policy 4.3      *Build Capacity: Support increased activity at and improvements to the SFC airport.***

This is supported by:

- SGMP Goal 9, Policy 9.2

**Action Needed:** Facilitation, Investment

**Time Frame:** Medium/Long

**Description:** The FAA reports passenger visits at Santa Fe Municipal Airport are increasing. Commercial traffic was nearly 48,000 people in 2012 and more flights per day started in 2013.

The Airport is a port of entry to the region. As such, it should be physically capable and have amenities of value to those local people who use it, and serve to enhance our visitors' experience. A visitor experience amenity or some similar outreach element would provide travelers information about destinations and events in the County and provides another opportunity for SFC to showcase its many activities.

**Strategy 4.3.1:** Partner with the City and regional stakeholders to make improvements to the airport, and consider ways to improve the visitor experience for arrivals, including providing County-specific information for tourists as well as an expanded and remodeled arrival area..

**Resources Needed:** Staff time. SFC would need to provide limited funding for improvements on case-by-case basis, while federal and possibly state funding is procured for major upgrades.

**Key Collaborators:** SFC, City of Santa Fe, Airport personnel, Aviation Association of Santa Fe, FAA, Convention and Visitor's Bureau

**Capital Needed:** Medium

**Metric for Success:** Visitor experience enhanced, and capital projects considered.

**Other recommendations that support this goal:**

**Policy 4.4**     ***Build Capacity: Incorporate economic development objectives in uses of County property.***

**Action Needed:** Other

**Time Frame:** Medium

**Strategy 4.4.1:** Lease a portion of old judicial center to a developer for ED-congruent purposes, e.g., an artisan incubator with shared facilities and resource support.

**Resources Needed:** Mostly political will and staff time and diligence in promoting this idea. This has potential to generate income for the County through a lease, while supporting commercial activity, PR, and other benefits.

## **Target Industry Recommendations**

### **Agriculture**

**GOAL 5: Maintain safe, continued use of lands for agricultural purposes, increase access to healthy foods by eliminating "food deserts," and provide more markets for local farmers/ranchers.**

Despite a high level of farming activity in SFC, the overall acreage of land under active agricultural cultivation is declining. Many communities in the County are far from fresh food, and in some cases, any food purchase at all. Lands are threatened by fire, degraded by poor management, and impaired by other natural disasters, like drought.

Efforts at addressing this gap are ongoing and have been successful, but could use support to grow and expand into new areas. Increased access to fresh food has indirect benefits too, as diets consisting of large amounts of processed foods are linked to illnesses like diabetes and obesity, which carry costs on the community.

This goal is supported by:

- SGMP Goals 14, 15, 16

**Policy 5.1      *Build Capacity: Support expansion and availability of local food and local farmers markets in SFC.***

This is supported by:

- SGMP Policy 14.1, Strategy 14.2.3, Policy 15.1, 15.2, Strategy 15.2.1, Policy 15.4, Strategy 15.4.1 through 15.4.10

**Action Needed:** Collaboration

**Time Frame:** Medium

**Description:** This recommendation serves the dual purpose of connecting farmers to local markets to sell their products, and connecting populations with the fresh food that may be lacking in their community. Existing successful efforts can be easily replicated.

**Strategy 5.1.1:** Collaborate with organizations working toward this goal to identify priority areas for location of new farmers markets and capitalize on existing relationships within those areas to ensure the success of new markets.

**Strategy 5.1.2:** Support marketing and promotion of new markets, after sites are secured.

**Resources Needed:** The County's efforts would mostly be coordination of organizations with communities in need. A small co-funding/co-investment allocation would help advance existing programs (this relates to the community investment grant pool listed above).

**Key Collaborators:** SFC, SF Farmers Market and Farmers Market Institute, MoGro – the Mobile Grocery, Farm to Table, Community entities like Madrid Cultural Projects, farmers, individuals in target communities.

**Capital Needed:** Low

**Metric for Success:** Number of new farmers markets established.

**Policy 5.2      *Game-changer: Pursue land restoration activities for agriculture, including forest rehabilitation/thinning, and capitalize on SFC as a leading "Fire Resistant Community" and "wild land-urban interface community."***

This is supported by:

- SGMP Goal 19

**Action Needed:** Facilitation

**Time Frame:** Long

**Description:** This recommendation is a safety measure to mitigate the damage to personal property and land that can result from wildfires that occur in the wildland-urban interface zone. It is also an economic development recommendation to build specialized knowledge so that the region can be known for fire prevention, training and abatement, while creating local jobs, products, and businesses. In addition, it can support the restoration of productive agricultural acreage.

Some existing efforts for this are already underway. The goal is to expand this towards positioning SFC as a destination for trainings, academics and other visitors, and a magnet for federal and philanthropic funding for woodlands restoration. Then, the next step is to build expertise locally in this topic. Last, this expertise can be exported from SFC to other locales. SFC is already one of 8 “hubs” nationally for a pilot program. Additionally, local NGOs, like The Nature Conservancy, Santa Fe Conservation Trust, NM Land Conservancy, Santa Fe Watershed Association, and Forest Guild, are advancing efforts to promote forest thinning and watershed protection, which lead to new job creation.

**Strategy 5.2.1:** Connect players to each other and make sure the right stakeholders are informed and at the table.

**Strategy 5.2.2:** Use this topic as an opportunity for grant-writing (see recommendation under infrastructure and systems/financial innovation, above) and apply for program funding.

**Resources Needed:** Staff time and some PR. As the initial suggestion is to support existing efforts and have others lead, could be very little effort for great activity in the County.

**Key Collaborators:** SFC, City of Santa Fe, USFS, Nature Conservancy, Santa Fe Conservation Trust, NM Land Conservancy, Santa Fe Watershed Association, Forest Guild, neighboring Counties, other non-profits

**Capital Needed:** Low

**Metric for Success:** Establishment of one forest thinning program in SFC. Total number of programs run in SFC, number of organizations involved in consortium, funding raised towards this topic, number of acres affected.

## Arts and Culture

**GOAL 6: Cultivate the growth and success of arts and culture related entrepreneurial efforts in unincorporated areas of the county.**

The epicenter of this sector undeniably lies within the City of Santa Fe. One of the principal challenges to continued growth in this sector is connecting artists and artisans not represented in the City to markets – both physical and virtual. Many of the artists living and working in SFC lack the means and/or the business knowledge to sell their products themselves, or they lack access to regular markets. Growth and success of arts entrepreneurs in other areas of the County brings critical revenue to those communities, and also ensures continuation of those activities that draw visitors to the County in the first place.

This goal is supported by:

- SGMP Policy 10.2

**Policy 6.1** *Build Capacity: Support development of a cultural corridor from Albuquerque to Taos.*

This is supported by:

- SGMP Strategy 10.2.1

**Action Needed:** Collaboration

**Time Frame:** Medium

**Description:** This existing endeavor, spearheaded by the Global Center for Cultural Entrepreneurship, is designed to promote cultural activities in Northern New Mexico for travelers seeking authentic experiences. The planned corridor has potential beneficial impacts on other identified target sectors: Agriculture via the development of agritourism, and ecotourism through the promotion of recreational activities that connect people to natural heritage.

**Strategy 6.1.1:** Collaborate in the development of this project region-wide and support the promotion of County Gallery Tours, Feast Days and other cultural draws.

**Resources Needed:** This recommendation inter-relates with other recommendations and, if successful, could greatly benefit unincorporated and incorporated areas. As a collaborative effort, it wouldn't need much funding, but it could be a source of investment.

**Key Collaborators:** SFC, GCCE and the network it has assembled around this project, Northern Rio Grande National Heritage Area, other government agencies

**Capital Needed:** Low

**Metric for Success:** Increase in tourism measured by visitations and LTAB receipts. Visits to major SFC based cultural events, PR and media attention for SFC based efforts, events and activities. Increased public awareness, knowledge and satisfaction with cultural opportunities throughout the County.

**Policy 6.2**      ***Build Capacity: Explore how SFC can better support artists outside the City, e.g., marketing galleries and destinations other than Canyon Road, business training for artists, etc.***

This is supported by:

- SGMP Strategy 10.2.3

**Action Needed:** Collaboration, Investment

**Time Frame:** Medium

**Description:** Many artists living and working outside of the City of Santa Fe are removed from the potential buyers drawn to the galleries downtown and on Canyon Road, and so need help developing other means to reach markets – physical or virtual.

**Strategy 6.2.1:** Collaborate with individuals and organizations to identify how best to allocate funding for maximum benefit and impact.

**Strategy 6.2.2:** Facilitate connecting business service entities with appropriate artists and arts groups.

**Resources Needed:** Facilitation requires staff time. This recommendation requires County funding for business services for artists, e.g., training on how to market directly to buyers, how to use the internet to drive business, tax planning, etc.

**Key Collaborators:** SFC, GCCE, Creative Santa Fe, Santa Fe Business Incubator, Littlelobe, Gallery Tour organizers, art gallery association

**Capital Needed:** Low

**Metric for Success:** Number of business services classes offered to artists, number of people in attendance, artists' perception survey, and changes in revenue/GRT

**Policy 6.3**     *Quick Win: Map the arts sector. Partner with Creative Santa Fe and the City of Santa Fe for an update to the Bureau of Business and Economic Research study on Arts and conducted in 2004.*

*This is supported by:*

- SGMP Policy 10.2

**Action Needed:** Investment

**Time Frame:** Short

**Description:** Given the importance of this sector to the economies of the County and the City, as well as the greater region, SFC should endeavor to stay abreast of any changes or trends and understand the effects of the recession and the increased number of virtual storefront websites, if there are any.

**Strategy 6.3.1:** Contribute funding to the cost of updating the study, in partnership with other stakeholders.

**Resources Needed:** Funding

**Key Collaborators:** SFC, Creative Santa Fe, City of Santa Fe, NM State Tourism, other arts/culture organizations

**Capital Needed:** Low

**Metric for Success:** Completed Update

## **Ecotourism and Outdoor Recreation**

**GOAL 7: Grow the ecotourism and outdoor recreation sector through partnerships and responsible development of County lands as recreational opportunities.**

The County's primary focus in development of this sector is as a facilitator, bringing together discrete public, private, non-profit and philanthropic interests for larger collective actions. The result is increased ecotourism and outdoor recreation with more local and visiting people accessing and using SFC, while growing businesses that support the sector, including equipment design, manufacture, and distribution. The objective is greater frequency of activity by locals and longer visits by tourists, leading to businesses and jobs. This leads to more money spent in the County and a growing recognition of SFC in a branded manner. A thriving recreational market requires good infrastructure including trails, way-finding signage, RV/camping facilities, and connecting transportation.

This goal is a confluence of multiple objectives in the SGMP, notably Strategy 10.2.1, Policy 9.2

**Policy 7.1**     *Build Capacity: Support organization of and promotion for tourism shoulder season activities, initially surrounding a specific event.*

*This is supported by:*

- SGMP Goal 9, Strategy 9.2.1, Policy 10.2, Strategy 10.2.1

**Action Needed:** Collaboration

**Time Frame:** Medium

**Description:** Development and promotion of off season-activities increases income for County businesses and entities. It stabilizes seasonal income with year-round visitations. The area around the SF Ski Basin especially can benefit from increased use during non-snow period. Many other similar winter ski locales have supported mountain biking, hiking, or infrastructure for summer activities – like zip lines and ropes courses. Additional access to open space brings more visitors during spring and fall.

**Strategy 7.1.1:** Work with partners to leverage private sector and public involvement toward the objective.

**Strategy 7.1.2:** Support specific high-ROI shoulder season projects, based on increased use or visitation, through coordination and marketing. This includes both one-off special events, annual initiatives, and new commercial activity. Support the development of a public transportation option to the SF Ski Area during the winter months.

**Resources Needed:** Staff time to convene and work with stakeholders. Grants for events (see the financial section for details). PR and marketing for new efforts.

**Key Collaborators:** SFC, local businesses, Convention and Visitors Bureau, Chamber of Commerce, State Tourism, and others; see eco-tourism chapter.

**Capital Needed:** Low to medium

**Metrics for Success:** Increased number of recreational tourists in shoulder seasons. Increased use of lands through visitation numbers.

**Policy 7.2      *Build Capacity: Explore joint efforts and potential combined marketing efforts between City and County.***

This is supported by:

- SGMP Strategy 9.2.1, 10.2.1

**Action Needed:** Collaboration

**Time Frame:** Short

**Description:** The County should explore collective action so that SFC's limited marketing time and resources go further. To wit, SFC should explore OTAB/LTAB collaborative efforts, with an eye towards collective action and potential merging of efforts and planning. SFC doesn't have as much leverage with its existing budget of \$400,000 as it could if planning were coordinated with that of the City's OTAB. Further to this, the County should make a concerted effort to highlight promotion of cultural festivities and other activities in County (most websites address City events). Tourism marketing efforts should be merged so that Santa Fe – including City and County – is the destination.

**Strategy 7.2.1:** Collaborative with City officials on joint efforts; contribute to decision-making about marketing; gauge feasibility of combined efforts.

**Resources Needed:** Staff time.

**Key Collaborators:** SFC, City of Santa Fe, LTAB, OTAB, Convention and Visitor's Bureau

**Capital Needed:** None beyond existing resources.

**Metrics for Success:** Number of joint marketing campaigns. Amount of joint spending. Impact on County tourism, as measured by GRT.

#### **Other Recommendations that support this Goal**

**Policy 7.3**      *Quick win: Improve way finding along trail networks, inter-connectedness between trail networks, and increased multiple use of trails.*

**Action Needed:** Collaboration, Investment

**Time Frame:** Short

**Strategy 7.3.1:** Provide staff time and minor investments/coordination

**Policy 7.4**      *Capacity Building: Support establishment of expanded RV infrastructure in the County.*

**Action Needed:** All

**Time Frame:** Short

**Strategy 7.4.1:** Provide staff time to evaluate key issues, solutions, sites, and partners.

**Strategy 7.4.2:** Allocate potentially small amounts of capital to catalyze efforts; focus on facilitation to work with other entities, particular those with strong site potential.

**Policy 7.5**      *Capacity Building: Support national sporting events and gatherings in SFC.*

**Action Needed:** Collaboration, Investment

**Time Frame:** Medium/Long

**Description:** This is a low-cost, high-return initiative with strong induced effects, that builds on the City of Santa Fe's recent success hosting a national mountain biking event.

**Strategy 7.5.1:** Facilitate assembly of the optimal public/private consortia for each event opportunity.

**Strategy 7.5.2:** Where necessary, make selected investments on good chances at appropriate scale to the size of the event to generate high ROI to the County.

**GOAL 8: Leverage SFC's reputation and quality of life to attract and recruit businesses that add to the triple bottom line economy, such as building the outdoor recreation cluster and bicycle supply chain.**

Existing economic development models have shown that successful business recruitment capitalizes on the existing strengths of that community, including existing businesses, stated economic development goals, and shared values. SFC has an abundance of open space, and proximity to much more in the state and the region, and an initial success with assisting Bicycle Technologies Inc (BTI) establish a business presence in SF County.

This goal is supported by:

- SGMP Policy 10.3

**Policy 8.1      *Game Changer: Support growth of recreational experience and equipment companies.***

This is supported by:

- SGMP Goal 10, Strategy 10.1.1, 10.1.3, Goal 11, Policy 11.1

**Action Needed:** Collaboration

**Time Frame:** Medium

**Description:** The County should work with other economic development entities and existing businesses to attract design/innovation and manufacturing companies making recreational equipment; this will in turn lead to spinoffs and startups by local entrepreneurs. Growing this sector would bring sustainable jobs and bolster ecotourism and outdoor recreation in the County.

**Strategy 8.1.1:** Facilitate recruitment of new companies and provide select funding and support for opportunities with high ROI potential.

**Resources Needed:** Primarily, SFC should provide staff time for facilitation and recruitment. Political will is required to support zoning efforts, as well as the utilization of available mechanisms – like LEDA and bonding to catalyze significant projects. For any capital to be expended on the part of the County, a structured due diligence process must be done, with verified ROI.

**Key Collaborators:** SFC, NM Partnership, RDC, City of Santa Fe, BTI, Outside Magazine, Chamber of Commerce

**Capital Needed:** Low to Medium

**Metrics for Success:** Successfully recruit one new outdoor recreation design/manufacturing business by 2016.

## **Film and Media**

**GOAL 9: Develop a thriving independent and local Film/Media Sector while growing the core studio business and diversifying into post- and digital production.**

SFC should continue its progress in developing this sector by focusing on post-production and digital capabilities, and local and independent productions.

This goal is supported by:

- SGMP Policy 10.1

**Policy 9.1      *Game Changer: Develop post-production capabilities.***

This is supported by:

- SGMP Policy 10.1

**Action Needed:** Collaboration

**Time Frame:** Long

**Description:** Grow post-production, digital, video gaming, and (to the extent feasible) emerging media in a cluster by working with existing film entities (SF Studios, Garson Studios, IATSE Local 480, Shoot Santa Fe) and assessing capabilities and facilities. This will allow the addition of more complementary entities, offering a range of post-production and digital services to the core

production business. It can then support expansion in other locations as notable talent and businesses take root.

**Strategy 9.1.1:** Facilitate stakeholder consensus, market to and recruit target companies and experts, in collaboration with SF Studios, Garson Studios, IATSE, and Shoot Santa Fe.

**Strategy 9.1.2:** Make additional leveraged investments and/or loans, on reasonable terms, to catalyze a well-conceived and detailed expansion and development program.

**Resources Needed:** Staff time at first. Political leadership and consistent messaging. Active recruitment, PR and marketing. If an acceptable development plan can be prepared with acceptable financial terms, then leveraged debt or equity capital and/or loan guarantees to help fund execution.

**Key Collaborators:** SFC, IATSE, SF Studios, Garson Studios, Shoot Santa Fe and other key stakeholders.

**Capital Needed:** Medium-High

**Metric for Success:** Establishment or recruitment of post-production facilities capable of handling major film productions.

**Policy 9.2** *Build Capacity: Form a “co-op” production entity with SFCC/SFUAD/IAIA for production of local content, such as governmental PSA’s and informational programming, local promotional and tourism programming, etc.*

This is supported by:

- SGMP Policy 10.1, 12.2, 12.4, 13.2, 13.3

**Action Needed:** Collaboration

**Time Frame:** Medium

**Description:** This follows an example set by Albuquerque’s Digital Filmmaking Institute. A cooperative production company would partner with regional film and media training programs to produce locally-themed content for commercial use and exploitation in the region, giving students entry-level professional experience and a career pathway, while producing useful media content.

**Strategy 9.2.1:** Facilitate the creation of such an entity with essential stakeholders.

**Resources Needed:** Minimal amount of staff time would be required for facilitation, and Shoot Santa Fe should be the prime mover.

**Key Collaborators:** Shoot Santa Fe, SFCC, SFUAD, IAIA

**Capital Needed:** Low

**Metric for Success:** Establishment of a new co-op production entity, increase in local content created, increase in crew positions for locals.

**Policy 9.3** *Build Capacity: Explore, with Shoot Santa Fe, co-funding a film/media coordinator focused on the Santa Fe region, with range of skills to grow all aspects of the industry, and help facilitate financing, production, and distribution for independents and locals.*

This is supported by:

- SGMP Policy 10.1

**Action Needed:** Collaboration

**Time Frame:** Medium

**Description:** SFC should explore the establishment of a contract position to coordinate efforts in this sector, focus on the particular needs of the core studio business in the Santa Fe region (as a complement to the NMFO's state-wide perspective), guide the process for post-production and digital media diversification, and provide support and liaison services to independent and local filmmakers.

**Strategy 9.3.1:** Join with other Shoot Santa Fe members to assess the feasibility of the idea.

**Strategy 9.3.2:** If feasible, provide partial funding for the contractor, and general support for Shoot Santa Fe efforts toward this end, along with all other regional participants.

**Resources Needed:** Full execution of this recommendation requires funds to support the contractor. There is an expense, but also high ROI potential. Funding should be tied to specific performance, targets, and outputs from the contractor, to the extent that is reasonable.

**Key Collaborators:** Shoot Santa Fe members

**Capital Needed:** Low (assuming all contribute)

**Metric for Success:** Increase in all County media industry goals: core studio production, diversification, independent production, and local production, by number; associated job/crew positions, earnings, and GRT

**Policy 9.4**     ***Build Capacity: Work with appropriate stakeholders to evaluate costs and benefits of establishing a northern New Mexico PBS TV broadcast station.***

This is supported by:

- SGMP Policy 10.1, Goal 12, Policy 12.4

**Action Needed:** Collaboration

**Time Frame:** Short/Medium

**Description:** Local PBS spectrum would provide a means to air locally produced content, and serve as an incentive for local production, while creating an additional media channel to publicize the County and the north-central region

**Strategy 9.4.1:** Facilitate and support a group effort to evaluate this idea.

**Resources Needed:** This recommendation requires staff time by County, as well as staff time from key collaborators. Possibly some marketing and promotion.

**Key Collaborators:** Shoot Santa Fe members, SFUAD, SFCC, IATSE, NCNMEDD, RDC, IAIA, Congressional delegation, Northern County governments

**Capital Needed:** Low

**Metric for Success:** Successful feasibility assessment, accurate cost/benefit analysis; success if pursued measured by amount of locally produced content and number of viewers

## **Green Industries – All**

**Goal 10: Make sustainable conservation and efficiency improvements such that green energy is more accessible and affordable for all.**

Human behavior and consumer patterns are difficult to change. But with the right incentives and financing vehicles, coupled with education and promotion, significant advancement is possible in people's awareness, use, and conservation with greater adoption of green products and practices throughout the community.

This goal is supported by:

- SGMP Policy 9.3, Strategy 10.1.4, Goal 23, Policies 23.1-7, Goal 24, Policies 24.1-10

**Policy 10.1    *Game Changer: Allow for repayment mechanisms for financing (County or third-party) for water efficiency, recycling, construction, energy efficiency and renewable energy generation improvements.***

This is supported by:

- SGMP Strategy 23.2.2, Policy 24.10

**Action Needed:** Collaboration, Investment

**Time Frame:** Medium/Long

**Description:** This would offer consumers and businesses the option to have approved green industry improvements to their property be financed affordably with repayment through existing obligations like utility bills or other mechanisms, and by working with local banks and credit unions to develop or enhance green loan products and offerings. This method is already utilized by energy and other utilities across the country, as well as commercial PACE programs. It has a track record of success, a history of excellent repayment rates, and overcomes a stated primary impediment to green industry adoption – high up-front costs. It will in turn serve as a market driver, allowing more companies to innovate, develop, and sell solutions to consumers here, and eventually to export markets.

The ideal scenario is one where the monthly loan payments for an energy, efficiency, or water improvement are equal to or less than the reduction to the relevant bill.

**Strategy 10.1.1:** Work with utility and other entities, including energy efficiency companies, renewable energy installers, and builders. Coordination is needed to identify and support financial partners to develop tailored products. Utility entities and private sector investors will eventually be able to handle such efforts.

**Strategy 10.1.2:** Raise grant dollars (see grant writing above) and possibly support an initial funding mechanism to catalyze pilot initiatives or guarantee mechanism to motivate other investors.

**Resources Needed:** Staff time at first. Then, can be done via County direct financing (bonding) or provided by a third party through County support.

**Key Collaborators:** Utilities, private investors, NM Finance Authority, NM Mortgage Finance Authority, Homewise

**Capital Needed:** Low.

**Metric for Success:** Number of participants, amount of energy or water conserved (if measurable or tracked through programs), and amount of financing made/repaid. Amount of Co2 emissions avoided, where tracked by others.

## **Green Industries – Building**

### **GOAL 11: Reduce the energy footprint of SFC's building stock.**

One of the core principles outlined in the SGMP directs the county to reduce its carbon footprint through energy conservation and efficiency, as well as use of renewable energy sources. This supports the economic development agenda both by setting an important example, and also by stimulating the market for goods and services needed to achieve these goals. The built environment provides ample opportunity for carbon footprint reduction through efficiency gains, renewable energy and conservation of resources.

This goal is supported by:

- SGMP Goal 24, Policy 24.1, Policy 25.1

#### **Policy 11.1     *Game Changer: Make green, affordable housing available throughout the County.***

This is supported by:

- SGMP Policies 23.4 and 48.1, Strategy 48.1.1

**Action Needed:** Investment

**Time Frame:** Long

**Description:** Support access to affordable financing for low-risk developers building and renovating green affordable housing. Increased access to affordable housing is core to the SGMP and stated economic development goals. Coupling it with Green Industries goals doubles the impact.

**Strategy 11.1.1:** Catalyze more affordable housing to be renovated and constructed by helping to navigate County steps, connect to financing, and – in appropriate cases only – supporting short term financing, while maximizing energy and water efficiency in design and construction.

**Resources Needed:** Dedicated staff time for careful selection of investments of short term financing in case-by-case basis for projects with high value ROI and community engagement.

**Key Collaborators:** Santa Fe County Affordable Housing Program, Santa Fe County Housing Authority, Housing Trust, Homewise, Homebuilders Association, Habitat for Humanity, construction industry broadly, SFCC

**Capital Needed:** Low-Medium, some of which is allocated for housing

**Metric for Success:** Number of projects developed, number of homes built/renovated, green performance standards achieved

**Policy 11.2    *Build Capacity: Evaluate feasibility of a mandate that Santa Fe County Buildings develop a pathway to energy self-sufficiency by incorporating solar and other renewables.***

This is supported by:

- SGMP Goal 23, Policy 23.1, Goal 23, Policy 24.1

**Action Needed:** Investment; possibly Legislation

**Time Frame:** Short

**Description:** Santa Fe County has already stated its interest in building a thriving economy based on renewable energy. To that end, it can explore ways to lead by example by evaluating the requirements needed for its own buildings to become net zero consumers of energy. To the extent feasible, this standard would be adopted for new construction, as well as quality improvements for existing structures to improve their performance as much as possible. County staff would also be educated in behavioral and procurement measures that lead to reduced energy and water usage.

**Strategy 11.2.1:** Direct the evaluation of SFC building stock, assess feasibility, develop phased standards, and then conduct pilot efforts.

**Resources Needed:** Staff time to conduct the evaluation or funding for a third-party to do so. County staff education campaign.

**Key Collaborators:** County departments

**Capital Needed:** Low for feasibility assessment, moderate for standards development, potentially high for full implementation, but with predictable pay-back periods

**Metric for Success:** Completed evaluation with calculated cost/benefit and understanding of feasibility. Phased implementation standards. Selection of pilots.

**Other recommendations that support this goal:**

**Policy 11.3    *Quick Win: Encourage retrofits of existing housing stock, to develop Green Building sector.***

**Action Needed:** Collaborate

**Time Frame:** Short

**Strategy 11.3.1:** Partner with SFCC, Home Builders Association, and sub-contractors to evaluate opportunities and challenges.

**Strategy 11.3.2:** Allocate possible staff time to identify potential financing options and partners.

## **Green Industries – Energy**

**GOAL 12: Achieve energy independence and a thriving economy based on renewables.**

Taken directly from the SGMP, this goal has the dual benefit of supporting the County's renewable energy industry sector and avoiding carbon emissions. It will also serve as a magnet

for innovators and entrepreneurs. It furthers the County's clean energy and economic development vision and goals.

Pursuit of this goal will also raise critical questions (and help to develop answers), such as: What percent of consumers' energy would they like from renewable energy and by when? How much of their electricity could be locally-sourced? How can energy efficiency renovations of existing buildings and locally-sited renewable energy deployment play a significant role in stimulating job creation and economic development To what extent can the County vision and goals be achieved under the existing private utility scenario, versus establishing a city/county-owned utility?

Strategies in this sub-section encapsulate the objectives of many of the elements of the SGMP, including:

- SGMP Policy 9.3, Goal 24, Policies 24.4, 24.5, 24.7

**Policy 12.1** *Game Changer: Support, in concept, continued research into the viability and feasibility of a publicly owned and operated electric utility in the Santa Fe region, including an outreach campaign to the public and funding for further studies.*

This is supported by:

- SGMP Goal 23, Strategy 23.6..2, Goal 24

**Action Needed:** All

**Time Frame:** Long

**Description:** Both SFC and the City of Santa Fe have passed resolutions regarding investigating the feasibility of a City/County-owned local electric utility – this recommendation is a continuation of previous efforts.

**Strategy 12.1.1:** Explore the feasibility of a local public electric utility.

**Resources Needed:** Moderate amount of staff time including economic development and energy specialists; some funding for continued expert analysis, and public communications.

**Capital Needed:** Low for assessment stage; high for implementation

**Key Collaborators:** City of Santa Fe, New Energy Economy, utility companies, PRC

**Metric for Success:** Determine feasibility of regional utility, develop pathway for implementation, and identify funding sources.

**Policy 12.2** *Build Capacity: Provide Phase 2 Funding for Microgrid Systems Lab.<sup>30</sup>*

This is supported by:

- Goal 24, Policies 24.4 and 24.5

**Action Needed:** Investment

**Time Frame:** Short/Medium

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<sup>30</sup> Disclosure: David Breecker, lead consultant for this Plan, serves as General Manager of the Microgrid Systems Lab and President of the Santa Fe Innovation Park

**Description:** This partnership with SFCC is a Research, Development, Demonstration and Deployment lab for decentralized energy systems, that has completed its Phase 1 development with seed funding from Los Alamos National Security. The County would join with some of the collaborators listed below, and others TBD, to fund the next stage of technical and engineering planning and launch initial operations.

**Strategy 12.2:** Allocate ED funds (and, depending on level of funding, possibly serve as a member of MSL's governance structure).

**Resources Needed:** This recommendation requires a cash allocation for highly leveraged investment in the Microgrid Systems Lab (MSL) Phase 2 design and development activities.

**Key Collaborators:** MSL, SFCC, Los Alamos and Sandia National Laboratories, National Renewable Energy Laboratory, Duke Energy, Los Alamos Department of Public Utilities, General Microgrids, Santa Fe Innovation Park, Global Microgrid Center, Microgrid Innovation Consortium, Los Alamos National Security, Department of Energy.

**Capital Needed:** Low to Medium

**Metric for Success:** Completion of Phase 2 planning and subsequent financing for Phase 3 from federal and private sources; success of initial operations in developing collaborative problem-solving capacity with the partners listed and completing one or more funded pilot projects. Ultimately, number of new businesses spun out or relocated here, and jobs created.

### **Policy 12.3     *Build Capacity: Support SFCC's Training Center Corporation programs.***

This is supported by:

- SGMP Policy 10.3, Goal 12, Policy 12.4, Strategy 12.2.1

**Action Needed:** Collaboration, (possible) investment

**Time Frame:** Short/Medium

**Description:** SFC would collaborate with SFCC to encourage greater use of an existing resource, its Training Center Corporation and programs. The objective is to foster entrepreneurial ventures and workforce training, especially in smart and microgrid systems, Bioponics, and Algae/algal biofuels. In addition, the two entities should evaluate the prospect of a new program in water conservation research and entrepreneurial activity. This recommendation is highly correlated to SGMP economic development goals and those articulated in this Plan.

**Strategy 12.3.1:** Support TCC programs in relevant industry sectors to maximize their potential and impact on the County economy.

**Resources Needed:** Variable depending on TCC program and status; a plan needs to be articulated by SFCC in biofuels and algae, and jointly developed with SFC for water activities.

**Key Collaborators:** Training Center Corporation, SFCC, private sector

**Capital Needed:** Low to Medium

**Metric for Success:** Performance measures of specific programs, including number of students trained or certificates and degrees awarded, job placements, number of new businesses, revenue generated

**Policy 12.4    *Quick Win: Apply Qualified Energy Conservation Bond ED investments in renewable energy.***

This is supported by:

- SGMP Policy 24.8, Strategy 24.8.1

**Action Needed:** Legislation

**Time Frame:** Medium

**Description:** SFC can spur economic development by allocating its QECB's funding to industry-stimulating projects. It is an innovative idea that would require political support, but is worth the undertaking due to the high value of impact and directly measurable financial results.

**Strategy 12.4.1:** Dedicate time from staff, County management and Commissioners toward this effort.

**Resources Needed:** This recommendation is anticipated to be low cost (in that funds are third-party) with great potential.

**Key Collaborators:** County staff and elected officials, green building and energy non-profits

**Capital Needed:** None (from third-party sources, Medium)

**Metric for Success:** QECB money awarded. Funds deployed in renewable energy or energy efficiency ED programs or projects.

**Policy 12.5    *Capacity Building: Pursue utility-scale renewables generation and transmission development in environmentally appropriate areas.***

This is supported by:

- SGMP Goal 23, Policy 23.6, Strategy 23.6.1, Goal 24

**Action Needed:** Collaboration

**Time Frame:** Long

**Description:** SFC can boost its overall renewable energy capacity by working with industry to encourage the development of its wind and solar resources, and connecting them to the grid for export markets.

**Strategy 12.5.1:** Collaborate with generation and transmission developers, Investor Owned Utilities, and Electric Coops to enhance and expand existing infrastructure, and work toward developing new capacity.

**Resources Needed:** Staff time for coordination.

**Key Collaborators:** County staff, developers, IOUs, Coops, potentially the NM PRC

**Capital Needed:** None

**Metric for Success:** Additional generation and transmission capacity developed.

## Green Industries – Water

### **GOAL 13: SFC becomes a leader in water conservation, efficiency, and recycling.**

The largest constraint to continued growth and development in SFC, as elsewhere in the Southwest and even the world, is availability of water. SFC's opportunity lies in development and deployment of innovative solutions, new organizational structures in the County, and adoption of policies which encourage the widespread use of such techniques and technologies, developing local markets as a driver for entrepreneurial efforts and ultimately export markets.

The following strategies promote the economic development objectives in these SGMP elements:

SGMP Policy 38.3, Goal 39, Policy 39.1, 39.2, Strategy 39.2.1, Goal 42, Policy 42.6, 42.7

#### **Policy 13.1     *Game Changer: Create a "Decentralized Regional Water Authority".***

*This is supported by:*

- SGMP Policy 41.7-8, 42.1-5, Strategy 42.3.1-3, 42.12.3

**Action Needed:** Other

**Time Frame:** Medium

**Description:** The geographic scale and population density of SFC make a conventional water utility unfeasible. However, a decentralized system, relying on dispersed fresh water and wastewater systems and governed by a central regional water authority acting as a coordinating umbrella, offers many economic and environmental advantages. The economic development objective is to mandate efficiency, conservation, and reuse practices sufficient to drive local market development, producing innovations and solutions designed to meet these demands. The overall endgame is to see locally created solutions and companies export their products, thus creating base jobs.

**Strategy 13.1.1:** Coordinate with SFC and regional-based water entities to create aligned interests in an umbrella entity, and to ensure consistent efficiency, conservation, and reuse regulations and practices

**Resources Needed:** SFC personnel outside of Economic Development

**Key Collaborators:** Water entities in the region; relevant state agencies, local political and tribal governments, and local water businesses and utilities

**Capital Needed:** Low initially, potentially Medium in implementation

**Metric for Success:** Establishment of a Regional Water Authority

#### **Policy 13.2     *Build Capacity: Include the Economic Development Manager in planning discussions for the Pojoaque Basin Regional Water System (Aamodt), so that ED***

***opportunities, in support of the County's Green Water sector goals, can be identified and explored at the earliest possible stage of development.***

*This is supported by:*

- SGMP Policy 42.2, 42.37

**Action Needed:** Other

**Time Frame:** Short/Medium

**Description:** SFC should ensure government activities surrounding the Pojoaque Water System involve and connect with the ED agenda. The ED Manager could participate in appropriate meetings and events. SFC could convene a business working group that explores how to use Pojoaque Water System construction to promote water conservation and efficiency, leveraging the proposed water system's scale to drive market, product, and entrepreneurial development and partnerships, and eventually export businesses. This project could also serve as a regional or national educational opportunity to highlight the area's leadership on this topic.

**Strategy 13.2.1:** Coordinate internally to involve ED efforts; participate in related activities; convene key identified stakeholders to develop a coordinated local agenda advancing common interests.

**Resources Needed:** Initially modest staff time and political will

**Key Collaborators:** Settlement parties, State Engineer's Office, relevant state agencies, local political and tribal governments, and local water businesses and utilities

**Capital Needed:** Low

**Metric for Success:** Participation of ED Manager in relevant events; If advanced, business group convened; number of local firms involved in any resulting efforts, local and economic base (export) jobs created.

**Policy 13.3** ***Build Capacity: Maximize the capture and use of rain and grey water through favorable codes and policies.***

*This is supported by:*

- SGMP Goal 39, Policy 39.2, Strategy 39.2.1

**Action Needed:** Legislation

**Time Frame:** Short/Medium

**Description:** Water capture, re-use and recycling have great potential to alleviate SFC water stresses and grow its businesses and jobs. But, the County needs to ensure that its policies don't inhibit access, and should also focus communications efforts on keeping public attention on regional water stress. Such efforts foster a strong local market, increasing use of technologies around water capture and reuse, and can lead to economic base jobs through innovation and export. SFC could also join with other local governments to advocate for more supportive codes and legislation at the State level.

**Strategy 13.3.1:** Ensure that new codes, policies, and ordinances maximize the economic development opportunity around water and not detract from innovations, with particular focus on the SLDC.

**Strategy 13.3.2:** Join with local entities to create and conduct an educational, promotional and awareness campaign, to educate political and community leaders, as

well as decrease public misconceptions, on water re-use, while maintaining awareness of the potential water crisis ahead.

**Resources Needed:** Staff time to monitor codes and regulations, and to coordinate with local stakeholder organizations.

**Key Collaborators:** Water conservation businesses, policy makers, technical experts, Santa Fe Watershed Association, and other NGOs

**Capital Needed:** Low

**Metric for Success:** Increase in rain and gray water use, decrease in potable water use (per SGMP objectives).

#### **Policy 13.4    *Quick Win: Develop showcase events around water conservation.***

This is supported by:

- SGMP Goal 40, Policy 40.3, Policy 42.37

**Action Needed:** Investment

**Time Frame:** Short/Medium

**Description:** A showcase event can take many forms: a “zero water” pilot or home building challenge could be a potential City/County project. SFC could help host and sponsor a Water Decathlon (based on solar decathlon in DC), or even offer a prize for a zero water office park. Third-party sponsorship opportunities are many and great, reducing the burden on SFC.

**Strategy 13.4.1:** Provide seed funding for one or more projects or events in order to attract other sponsors.

**Resources Needed:** Initial needs for this recommendation are staff time and initial sponsorship funding. Once successful, the County role could be taken over by another entity or partnership of entities.

**Key Collaborators:** City of Santa Fe, Green Chamber of Commerce, regional governments and local non profits.

**Capital Needed:** Low to Medium, depending on leverage

**Metric for Success:** Number of people who view/are involved in initiatives.

## **Health and Wellness**

**GOAL 14: The County should facilitate an environment that produces healthy residents and grants access to care for all who need it.**

Demographic and policy shifts are dramatically impacting the health care industry. Strong partnerships with Christus St. Vincent Regional Medical Center, health organizations, and education institutions throughout the State are necessary to ensure that all residents currently and in the future have access to adequate health care, and extended life-span opportunities. Additionally, the County should promote a holistic attitude towards wellbeing that utilizes the strong quality of life and wellness resources available. These actions can support the development of a vibrant Health and Wellness industry and travel destination, while improving

the quality of life for all residents. This is an important “pioneer opportunity,” as the U.S. and most industrial nations will face many of the same challenges.

This sector was identified as a potential future Target Industry, so does not explicitly align with elements in the SGMP. Broadly, it aligns with SGMP Goal 10: Actively pursue target industries within the County that provide the most relevant social and economic benefits.

**Policy 14.1** *Quick Win: Convene a focus group to determine feasibility of SFC as a health and wellness destination and explore ways to grow this target industry as an integrated cluster.*

**Action Needed:** Collaboration

**Time Frame:** Short

**Description:** SFC should seek ways to collaborate with members of its existing health and wellness ecosystem to promote the growth of services and professions, new modalities and extended life-span care, and to position itself as a place people can come for healing.

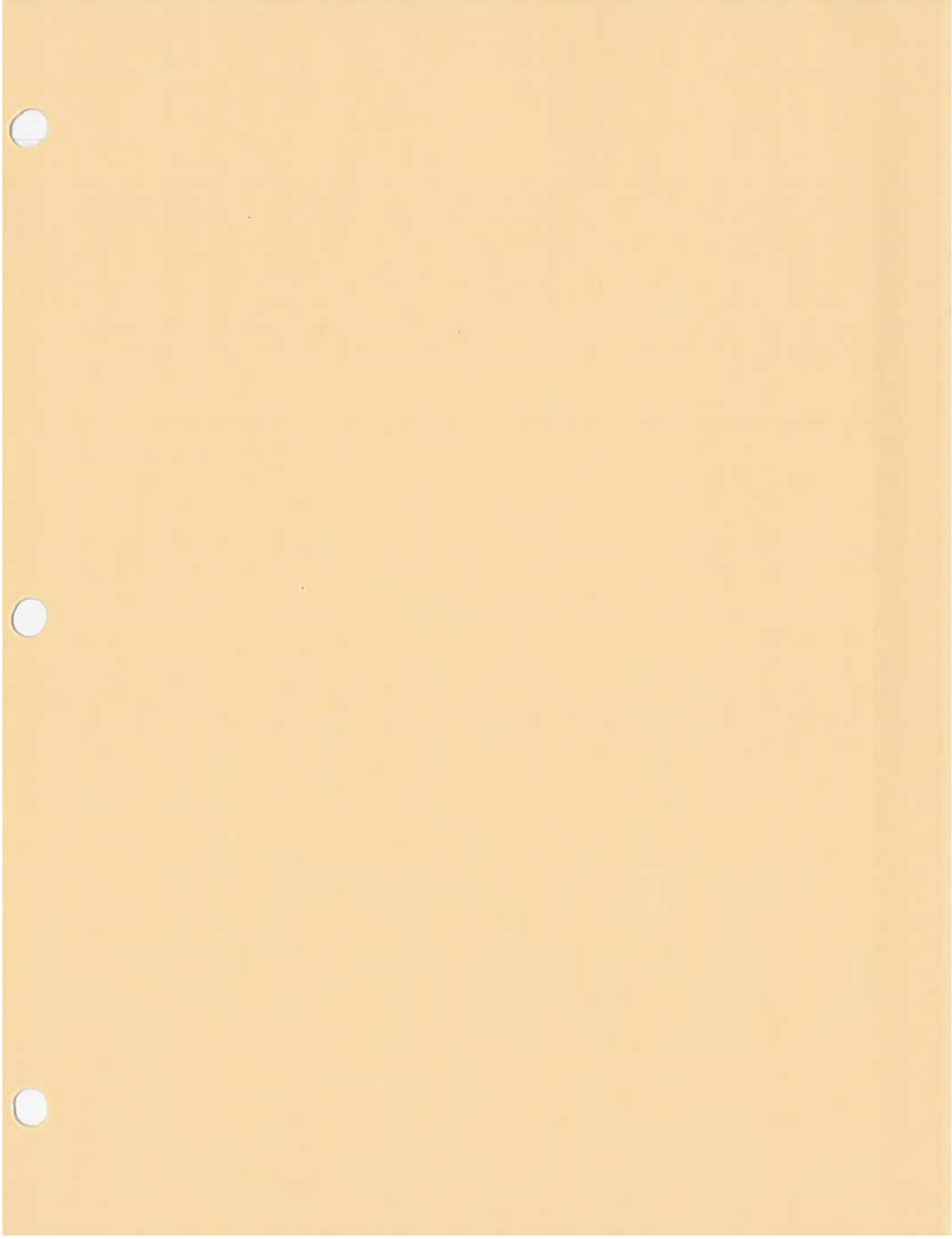
**Strategy 14.1:** Spearhead identification of key focus group members and goals, facilitate proceedings.

**Resources Needed:** Staff time, coordination, and support in tourism efforts.

**Key Collaborators:** Practitioners and providers of conventional, alternative, and traditional medicine, and support systems and facilities; regulators.

**Capital Needed:** Low

**Metric for Success:** Explicit conclusions reached, ideas generated for implementation.

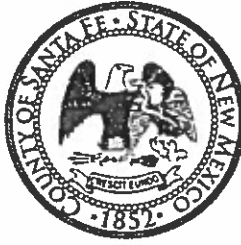




Daniel "Danny" Mayfield  
Commissioner, District 1

Miguel Chavez  
Commissioner, District 2

Robert A. Anaya  
Commissioner, District 3



Kathy Holian  
Commissioner, District 4

Liz Stefanics  
Commissioner, District 5

Katherine Miller  
County Manager

## ***MEMORANDUM***

**DATE:** *March 25, 2014*

**TO:** *Board of County Commissioners*

**FROM:** *Rachel O'Connor, Community Services Department Director*

**VIA:** *Katherine Miller, County Manager*

**ITEM AND ISSUE:** *BCC Meeting April 8, 2014*

**REQUEST AUTHORIZATION TO PUBLISH TITLE AND GENERAL SUMMARY OF AN ORDINANCE DEDICATING, IN QUARTERLY INSTALLMENTS, AN AMOUNT EQUAL TO A GROSS RECEIPTS TAX OF ONE-TWELFTH (1/12) PERCENT APPLIED TO THE TAXABLE GROSS RECEIPTS REPORTED DURING THE PRIOR FISCAL YEAR BY PERSONS ENGAGED IN BUSINESS IN THE COUNTY TO THE NEWLY CREATED SAFETY NET CARE POOL FUND; AND PROVIDING AN EFFECTIVE DATE OF TRANSFERRING FUNDS**

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### **BACKGROUND AND SUMMARY:**

This Ordinance is required pursuant to Section 16 of State Legislation signed by the Governor on March 12, 2014 (SB 268), regarding the replacement of the Sole Community Provider program and requiring that counties dedicate the equivalent of one-twelfth gross receipts tax increment to a newly created state Safety Net Care Pool Fund. This fund will help fund hospitals across the state, including allowing for higher reimbursement to hospitals for Medicaid.

### **ACTION REQUESTED:**

Please grant authority to publish title and general summary of the Ordinance described above.

**THE BOARD OF COUNTY COMMISSIONERS  
OF SANTA FE COUNTY**

**ORDINANCE NO. 2014-\_\_**

**AN ORDINANCE DEDICATING, IN QUARTERLY INSTALLMENTS, AN AMOUNT  
EQUAL TO A GROSS RECEIPTS TAX OF ONE-TWELFTH (1/12) PERCENT  
APPLIED TO THE TAXABLE GROSS RECEIPTS REPORTED DURING THE PRIOR  
FISCAL YEAR BY PERSONS ENGAGED IN BUSINESS IN THE COUNTY TO THE  
NEWLY CREATED SAFETY NET CARE POOL FUND; AND PROVIDING AN  
EFFECTIVE DATE OF TRANSFERRING FUNDS**

**WHEREAS**, on February 19, 2014, the New Mexico Legislature passed Senate Public Affairs Committee Substitute for Senate Bills 268 and 314 together with Senate Finance Committee Substitute for Senate Bill 368;

**WHEREAS**, the short title for this bill is "Sole Community Provider Federal Compliance";

**WHEREAS**, the bill became law upon signing by the Governor on March 12, 2014;

**WHEREAS**, the bill contained an emergency clause, making the law effective on March 12, 2014;

**WHEREAS**, the bill has been codified into law as the Laws of 2014, Chapter 79, Section 1;

**WHEREAS**, pursuant to her authority under Article IV, Section 22 of the New Mexico Constitution and as fully explained in Senate Executive Message No. 116 dated March 12, 2014, the Governor exercised her line-item veto 15 times prior to signing the referenced bill into law on March 12, 2014;

**WHEREAS**, Section 8 of the bill amended the Indigent Hospital and County Health Care Act by creating the Safety Net Care Pool Fund to be administered by the Human Services Department ("HSD");

**WHEREAS**, the Safety Net Care Pool Fund is a non-reverting fund, which according to the bill, will consist of public funds transferred from counties for use by the HSD to make payments to qualifying hospitals under an agreement with the federal Centers for Medicare and Medicaid Services;

**WHEREAS**, Section 16 of the bill contained a provision that required a county to adopt an ordinance to be effective July 1, 2014 that dedicated to the Safety Net Care Pool Fund an amount equal to a gross receipts tax of one-twelfth (1/12) percent applied to the taxable gross receipts reported during the prior fiscal year by persons engaging in business in a county;

**WHEREAS**, Section 16 of the bill required further that any ordinance adopted by a county in compliance with the bill must transfer to the Safety Net Care Pool Fund by the last day of March, June, September and December of each year, an amount equal to one-fourth (1/4) of the county's payment to the Safety Net Care Pool Fund.

**NOW THEREFORE, BE IT ENACTED BY THE BOARD OF COUNTY COMMISSIONERS OF SANTA FE COUNTY AS FOLLOWS:**

1. Annually, the County shall transfer to the Safety Net Care Pool Fund, described in Laws 2014, Ch. 79, Section 1, an amount that is equal to the gross receipts tax revenues generated by a gross receipts tax rate of one-twelfth (1/12) percent of the taxable gross receipts reported during the prior fiscal year by persons engaging in business in Santa Fe County.
2. The annual payment of the County shall be made in quarterly payments no later than the last day of March, June, September and December, with the first payment being made by the last day of September 2014.

**THE BOARD OF COUNTY COMMISSIONERS OF SANTA FE COUNTY**

By: \_\_\_\_\_  
Daniel W. Mayfield, Chair

**ATTESTED:**

\_\_\_\_\_  
Geraldine Salazar, County Clerk

**APPROVED AS TO FORM:**

\_\_\_\_\_  
Stephen C. Ross, County Attorney

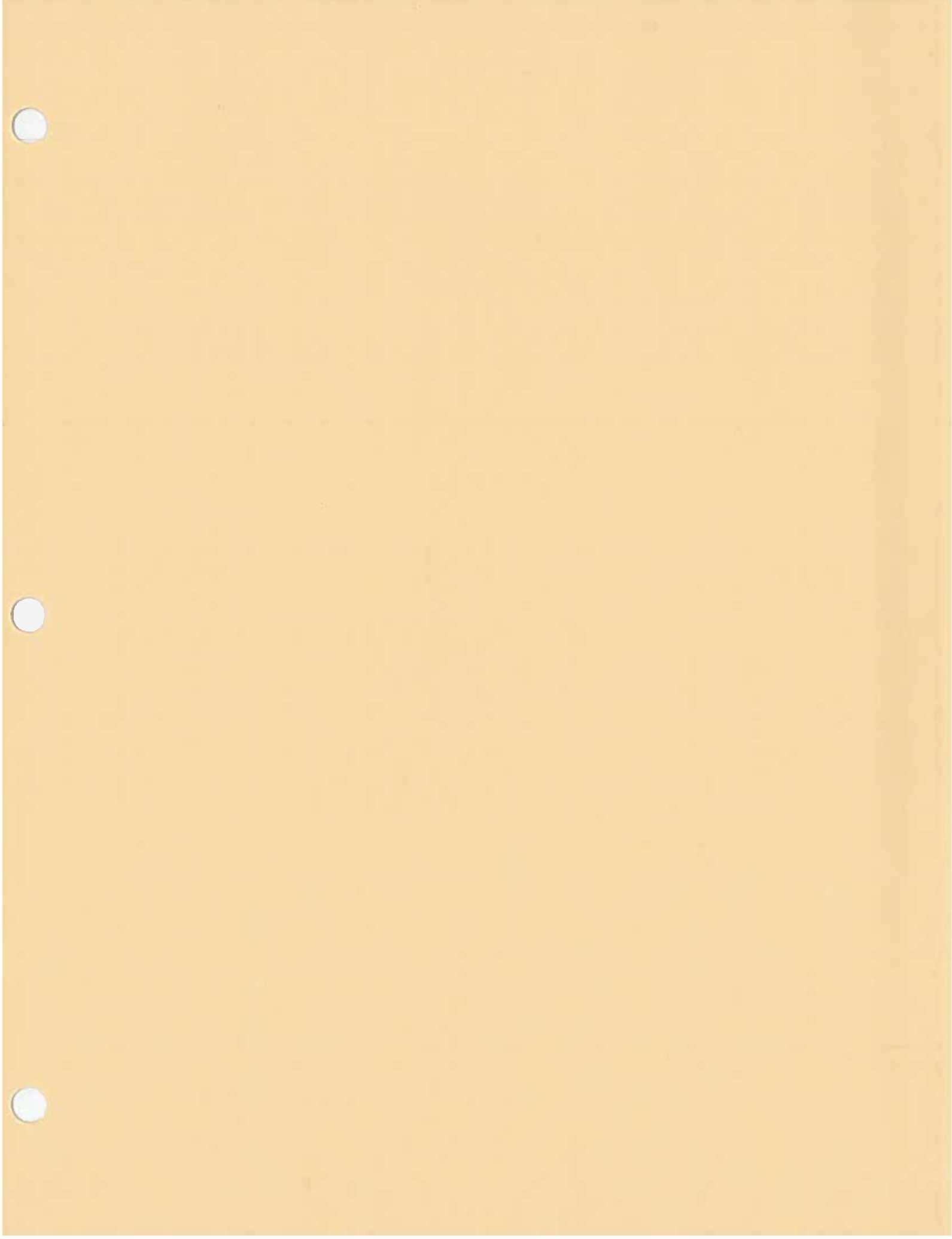






**NO PACKET MATERIAL FOR THIS ITEM**

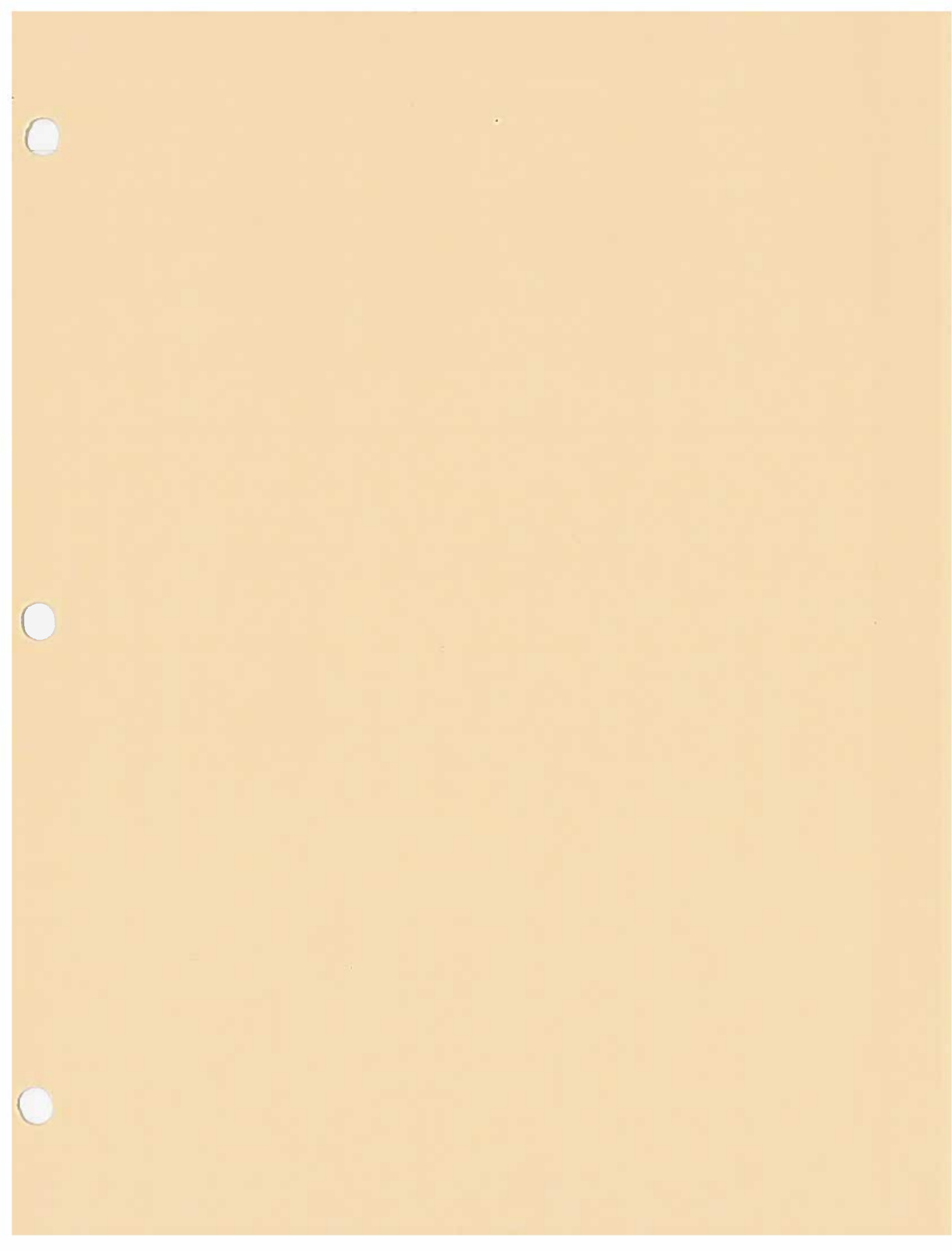






**NO PACKET MATERIAL FOR THIS ITEM**

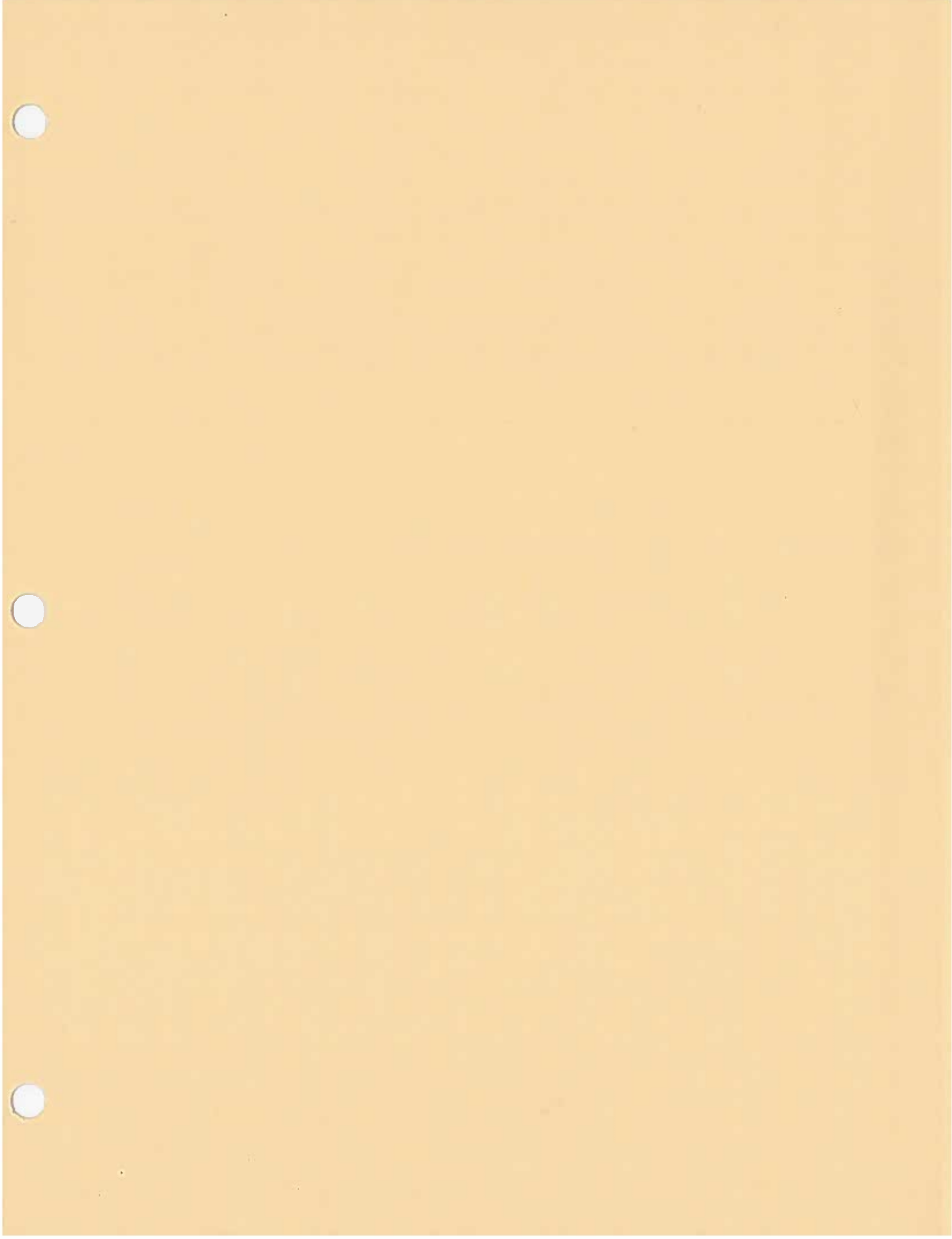






**NO PACKET MATERIAL FOR THIS ITEM**







**NO PACKET MATERIAL FOR THIS ITEM**









## *Santa Fe County Proclamation*

### **A PROCLAMATION TO DISTINGUISH THE MEMBERS OF RANCHO VIEJO AS A RECOGNIZED FIREWISE COMMUNITY**

**WHEREAS**, the Firewise Communities/USA Recognition Program is a process that empowers neighbors to work together in reducing their wildfire risk;

**WHEREAS**, using a five-step process, communities develop an action plan that guides their residential risk reduction activities, while engaging and encouraging their neighbors to become active participants in building a safer place to live;

**WHEREAS**, the purpose behind this nation-wide effort is to educate communities about wildfire, develop a plan community-wide with community members for reducing risk to homes, create a sense of community pride in achieving this status, make communities safer for firefighters, and foster a sense of responsibility as the community members take the lead;

**WHEREAS**, steps involved are as follows:

1. Obtain a wildfire risk assessment.
2. Form a Firewise Board of community members.
3. Conduct a *Firewise Day*. Rancho Viejo's community-wide Earth Day clean-up was held in April 2013. Their 2014 clean-up day will focus on Firewise concepts and involve kids from the local schools.
4. Invest a minimum of \$2 per capita in local Firewise activities.
5. Submit the application.

**WHEREAS**, Rancho Viejo and the Santa Fe County Fire Department will work with the Amy Biehl, IALA and ATC schools to develop Wildfire Educational Programs for children from grade school through high school to include them in volunteer activities that will benefit the entire community;

**WHEREAS**, with over 1200 households, Rancho Viejo began its Firewise process in April 2013, and was notified of its success in January of 2014;

**WHEREAS**, Rancho Viejo is one of sixteen Firewise communities in New Mexico;

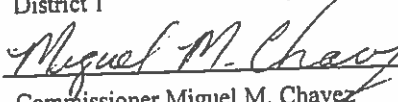
**WHEREAS**, Rancho Viejo is the only Firewise community currently recognized in Santa Fe County.

**NOW, THEREFORE, BE IT RESOLVED THAT THE SANTA FE BOARD OF COUNTY COMMISSIONERS** does hereby proclaim and distinguish Rancho Viejo a Firewise Community.




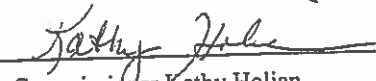
SIGNED AND DATED ON THIS 8<sup>th</sup> DAY OF APRIL 2014

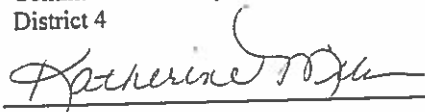
  
Commissioner Daniel Mayfield, Chair  
District 1

  
Commissioner Miguel M. Chavez  
District 2

\_\_\_\_\_  
Commissioner Liz Stefanics  
District 5

  
Commissioner Robert A. Anaya, Vice-Chair  
District 3

  
Commissioner Kathy Holian  
District 4

  
Katherine Miller  
County Manager

APPROVED AS TO FORM:

  
\_\_\_\_\_  
Stephen C. Ross, County Attorney

ATTEST:

\_\_\_\_\_  
Geraldine Salazar, County Clerk





**NO PACKET MATERIAL FOR THIS ITEM**







**NO PACKET MATERIAL FOR THIS ITEM**







**NO PACKET MATERIAL FOR THIS ITEM**

**EXECUTIVE SESSION**







Daniel "Danny" Mayfield  
Commissioner, District 1

Miguel M. Chavez  
Commissioner, District 2

Robert A. Anaya  
Commissioner, District 3



Kathy Holian  
Commissioner, District 4

Liz Stefanics  
Commissioner, District 5

Katherine Miller  
County Manager

**DATE:** March 25, 2014

**TO:** Board of County Commissioners

**FROM:** Jose E. Larrañaga, Development Review Team Leader *JEL*

**VIA:** Katherine Miller, County Manager  
Penny Ellis-Green, Land Use Administrator *PEG*  
Vicki Lucero, Building and Development Services Manager *VL*  
Wayne Dalton, Building and Development Services Supervisor *WD*

**FILE REF.:** BCC CASE # MIS 09-5072 Opera Village Master Plan Extension

**ISSUE:**

Santa Fe Opera, Applicant, Paul Horpedahl, Agent, request a two-year time extension of a previously approved Master Plan for the Santa Fe Opera Village. The property is located at 17053 US Highway 84/285, within Sections 25 & 26, Township 18 North, Range 9 East (Commission District 1).





## SUMMARY:

On January 10, 2012, the Board of County Commissioners (BCC) granted a request made by the Santa Fe Opera for a two year time extension of an existing Master Plan.

On January 10, 2010, the Board of County Commissioners (BCC) granted a request made by the Santa Fe Opera for a two year time extension of an existing Master Plan.

On June 2, 2004, the Extraterritorial Zoning Authority (EZA) granted a Master Plan Amendment to the previously approved "Inn at the Opera" to allow rehearsal and recital facilities, meeting spaces, conference facilities and amenities, storage for the Opera, and housing for the Opera performers, staff, directors, benefactors, conference participants and guests consisting of a total of 135,600 square feet on 44.10 acres to be developed in five phases.

The Master Plan Amendment allowed the project to directly serve the needs and interests of the Opera rather than being open to the public as allowed in the previous approval. The site and building layout are the same as the prior approval. The project will be developed in five phases as follows:

Phase I- Overflow parking area to accommodate 139 parking spaces as well as picnic areas;

Phase II- A rehearsal and recital hall, storage building, spa and fitness building with a Pool, wastewater treatment plant and 26 new parking spaces;

Phase III- Opera Village Center (plaza, conference area, rehearsal and recital areas, small theater, restaurant facilities, reception space, bar, lounge, storage space, pool with related facilities, and 134 parking spaces;

Phase IV- 50 apartment style units, 64 co-housing units for the Opera staff and conference Participants;

Phase V- 20 Casita style housing units for Opera performers, directors, benefactors, conference participants and guests.

The Opera property was governed by the Extraterritorial Zoning Ordinance (EZO). Ordinance No. 2009-01 dissolved the EZO and the Opera property is now governed by the Land Development Code. The Applicant is requesting an extension of the current Zoning approval until such time that the Zoning Map is implemented by Santa Fe County. The proposed Zoning Map designates the Santa Fe Opera Village property as a "Mixed Use Zoning District".

Article V, Section 5.2.1b (Master Plan Procedure) states: "A master plan is comprehensive in establishing the scope of a project, yet is less detailed than a development plan. It provides a means for the County Development Review Committee and the Board to review projects and the subdivider to obtain concept approval for proposed development without the necessity of expending large sums of money for the submittals required for a preliminary and final plat approval".

Article V, Section 5.2.7b (Expiration of Master Plan) states: "Master plan approvals may be renewed and extended for additional two year periods by the Board at the request of the developer".

This application was submitted on February 24, 2014.

Growth Management staff has reviewed this project for compliance with pertinent Code requirements and finds the following facts to support this submittal: the Application meets code criteria to allow a two year extension of the Master Plan; the existing Master Plan meets the criteria set forth in Article V, Section 5.2.4 (Master Plan Approval); the Application meets the criteria set forth in Article V, Section 5.2.7 (Expiration of Master Plan) of the Land Development Code.

**APPROVAL SOUGHT:** Approval of a two year time extension of a previously approved Master Plan for the Santa Fe Opera Village.

**STAFF RECOMMENDATION:** Staff recommends approval of a two year time extension for the existing Master Plan for the Santa Fe Opera Village.

**EXHIBITS:**

1. Letter of request
2. Ariel
3. June 2, 2004, EZA minutes
4. Approved master plan
5. Ordinance No. 2009-01
6. Article V, Section 5.2.7b (Expiration of Master Plan)
7. Article V, Section 5.2.1b (Master Plan Procedure)
8. BCC Final Order



February 21, 2014

Jose E. Larrañaga  
Development Review Team Leader  
Building and Development Services  
Santa Fe County  
102 Grant Avenue, Santa Fe, NM, 87504

Dear Mr. Larranaga,

On behalf of The Santa Fe Opera, this letter will serve as a request to the Board of County Commissioners for an extension of the Time Limit and renewal of The Santa Fe Opera Village Amended Master Plan (EZ Case #Z 04-4050) approved on June 2, 2004 and granted a two year extension by the BCC (Case #09-5070) on January 12, 2010 and on April 25, 2012.

The Opera is requesting an extension of the Time Limit for the Amended Master Plan due to the to allow time for further review of the development plan to ensure that it appropriately integrates the uses of the 44 acres with the mission and the long range plans of The Santa Fe Opera and to ensure and protect this plans for the property until such time that the new zoning codes are approved.

The approved Amended Master Plan Submittal includes: vicinity map, existing conditions and soils, slope analysis, terrain management plan, utilities plan, landscaping plan, as well as conceptual building elevations, phasing plan and a survey plat.

Therefore, The Santa Fe Opera respectfully requests an extension of the Amended Master Plan for The Santa Fe Opera Village for an additional two years from the current expiration date of April 25, 2014 pursuant to Section 3.5 (D, 7b) of the Santa Fe Extraterritorial Zoning Ordinance, 1997-4 and to be presented to the Board of County Commissioners for approval at the next available meeting.

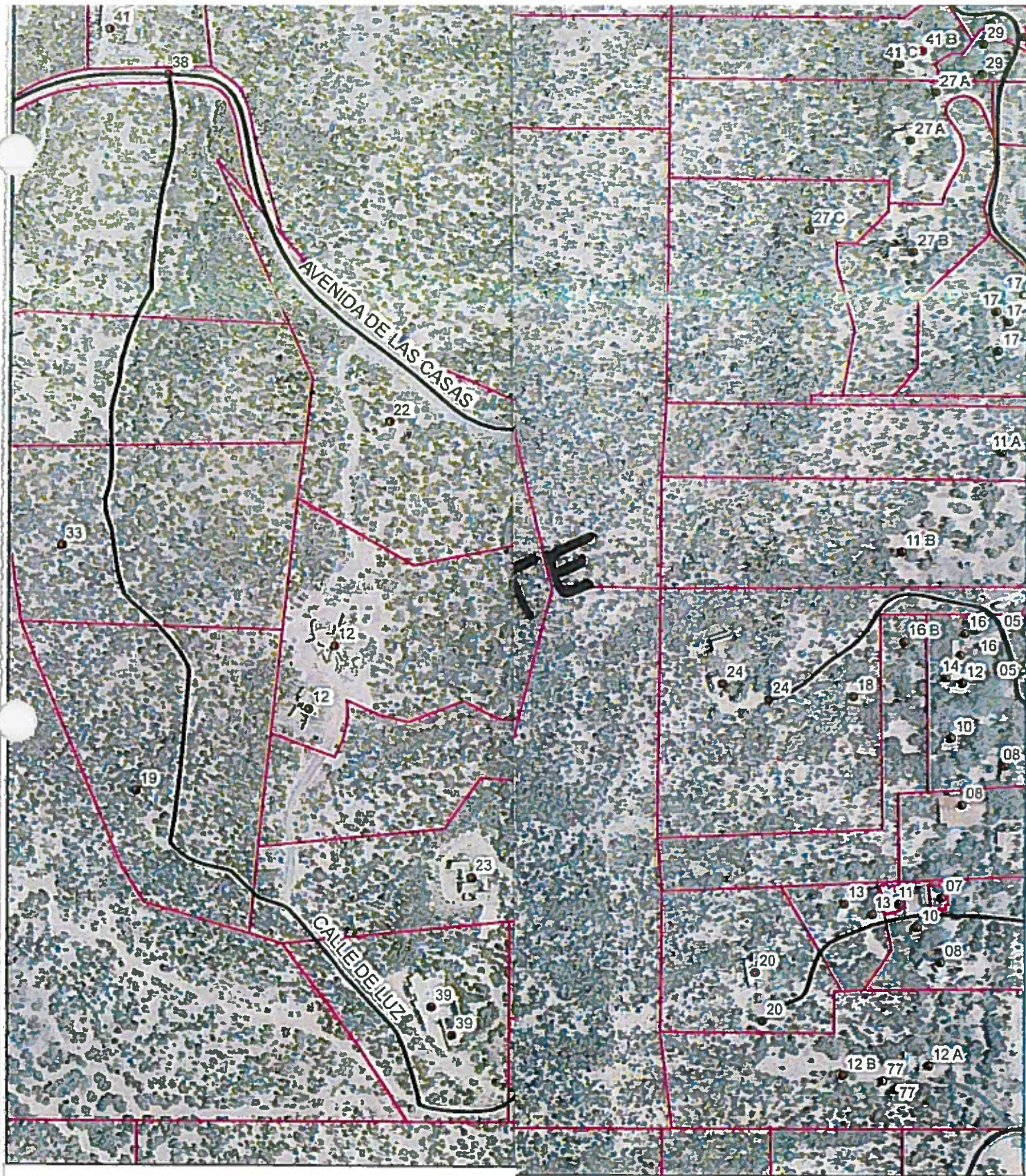
In addition to this letter of request, attached please find the Development Permit Application, the Warranty Deed for the property, a full set of the recorded Master Plan and the full application fee in the amount of \$475.00.

Sincerely,

Paul Horpedahl  
Production and Facilities Director  
The Santa Fe Opera







## Legend

-  ROADS
-  Parcels



topography  
TOURS

reference only.  
We assume no liability for  
the use of these data.  
We are not responsible for  
accuracy.



March 17, 2014



EZ CASE # Z 04-4050 The Opera Village: The Opera Association of New Mexico,  
applicant, The Flance Company, agent, request a master plan amendment to the  
previously approved "Inn at the Opera" to allow rehearsal and recital facilities,  
meeting spaces, conference facilities and amenities, and storage for the Opera and  
housing for the Opera performers, staff, directors, benefactors, conference  
participants and guests consisting of a total of 135,600 square feet on 44.10 acres  
to be developed in five phases. The request also includes a variance of the EZO to  
allow disturbance of 30 percent slopes for proposed road construction and parking  
areas. The property is located west of U.S. Highway 84-285 (Santa Fe Opera),  
within Section 25, Township 18 North, Range 9 East

Chair Duran read the case caption and Ms. Lucero provided her staff report as follows:

"On April 8, 2004, the EZC met and granted approval on this case. In 1991, the EZC  
and EZA granted master plan approval to permit a hotel/resort as a large scale mixed  
use development consisting of 134 units on 44 acres. On April 25, 1995, the EZA  
granted preliminary development plan approval and a variance of terrain management  
regulations for disturbance of slopes over 30 percent for improving existing roads.

"The applicants are presently requesting a master plan amendment to allow the project  
to directly serve the needs and interests of the Opera rather than being open to the  
public as allowed in the previous approval. The site and building layout are  
substantially the same as the prior approvals. The project will be developed in five  
phases.

"A variance is being requested to allow disturbance of 30 percent slopes for proposed  
road construction and parking areas. The applicant states that due to the natural slope  
conditions of the property, it is necessary to disturb some areas of 30 percent slopes for  
construction of roadways and parking areas, in order to provide a looped road system  
that would allow access to the project by emergency vehicles. The looped road system  
would also make a connection between the two entrances into the site. The proposed  
road layout also minimizes the number of crossings over the significant drainage way  
located on the property. *[Applicant's response to variance criteria on file with County  
Land Use]*

"In regards to the parking the applicant's response is that in order to provide  
consolidated parking areas a minor section of parking is encroaching on slopes greater  
than 30 percent. The applicant has addressed the variance review criteria of the EZO.  
The maximum lot coverage allowed in this area is 20 percent. The proposed lot  
coverage is approximately 14 percent.

"A paved access road is proposed which will intersect off of the existing paved road  
that provides access to the Opera and Casas de San Juan Subdivision. The access road  
will loop through the property and connect back to the existing opera road for the  
purpose of a secondary emergency access. The existing Opera road will ultimately

SFC CLERK RECORDED 08/10/2004



become an extension of the west frontage road, which will be constructed as part of the planned improvements to Highway 84-285.

"The traffic generation from this development will be minimal due to the fact that the intent is to serve only Opera guests and will not be open to the public. A community water system with water rights as approved by the State Engineer will be utilized. A water availability and quality report has been submitted which demonstrates a sufficient water supply for a 100-year period to support the projected water use of 18.23 acre feet, which includes a return flow credit plan and water conservation measures.

"The proposed project will be served by a gravity flow wastewater collection system that will ultimately discharge their flows into a tertiary wastewater treatment plant. The State Environment Department has approved a discharge plan that allows 20,000 gallons per day of treated wastewater for this project"

Ms. Lucero indicated that the application was reviewed for water, fire protection, terrain management, landscaping, roadways, signage, lighting and archeology.

The applicant is requesting a variance of disturbance of 30 percent slopes. Staff feels that the variance can be supported because the main reason for the variance is to allow a looped road system that would be beneficial to the health, safety and welfare of Opera participants. Ms. Lucero said the proposal is consistent with the previously approved master plan and preliminary development plan for a large scale mixed use development.

Staff recommendation and the approval of the EZC was to recommend approval subject to the following conditions:

1. All redlines comments must be addressed.
2. Master plan with appropriate signatures must be recorded with the County Clerk.
3. A detailed landscaping, signage, and lighting plan shall be submitted with development plan submittal.
4. The archeological easement shall be defined with bearings and distances and recorded with the County Clerk as an easement or record and the easement shall be protected with a fence during road construction to prevent disturbance.
5. Compliance with regulations for a public water supply system as required by the State Environment Department.
6. Address locations of solid waste containers with screening.
7. The development shall connect to regional water and sewer when it becomes available. This shall be noted on the master plan.
8. The applicant shall delineate drainage easements for significant drainage courses with the development plan submittal. A minimum 25' building setback from the natural edge shall be maintained.
9. A new water quality report shall be submitted with the Development Plan application.
10. Maintain a minimum 100-foot open space setback from frontage road right of way.
11. Compliance with applicable review comments from the following:
  - a) State Engineer
  - b) State Environment Department

- d) Soil & Water District
- e) State Highway Department
- e) County Hydrologist
- f) Development Review Director
- g) County Fire Marshal (Site Plans & Building Plans)
- h) County Public Works
- i) State Historic Preservation Division
- j) Technical Review Division

City Conditions:

1. Obtain and implement redline comments from the City's Subdivision engineer prior to filing the amended Master plan.
2. At development plan submittal the applicant meet with the City traffic engineer.

Ms. Lucero said the application contains a residential component to serve Opera participants and guests and will not be opened to the public. She said there were a total of 134 units, some of which were dormitory-style.

Responding to the Chair, Ms. Lucero said the applicant has secured water rights to accomplish phases 1 through 3. Completion of the other phases will require additional water rights. She noted the request was for master plan and development plan approval is required for each phase.

Duly sworn, Colleen Gavin, Flance Company, introduced the project team. She said the request is for the amendment to the previously approved master plan. The amendment converts the plan to address the direct needs of the Opera. She said they were in agreement with all imposed conditions.

Duly sworn, Michael Winter, 121 W. Berger, said he fully supports the applicant's use of the facility. He asked whether the prior approvals for the hotel and time-share facility would be eliminated from the original plan.

Duly sworn, Charlie Dormy, former Governor of Tesuque Pueblo, said he was representing current Governor Romero and stating he was speaking neither in support of nor against the project. He was speaking to promote consultation as neighbors with the Opera and the County. He stated that the County neglected its obligation under the MOA signed in 2001 wherein tribal governments are included in consultation.

Mr. Dormy said archeology does not address the Pueblo's concern regarding the preservation of traditional and religious uses of historic sites. He said there are some sites that cannot be accessed because of development.

Speaking for the Tribal Council, Mr. Dormy requested inclusion in the consultation regarding this development.

Responding to the Chair's question regarding notification, Mr. Abeyta stated that the applicant is required to notify property owners within 100 feet of the property.

SFC CLERK RECORDED 08/10/2004

Duly sworn, Tesuque Pueblo Director of Cultural Preservation and former Lt. Governor Mark Mitchell, stated that they were in attendance to make the Authority aware of their desire to be part of the development process around the reservation. He said cultural preservation is the protection of the sites originally used by their ancestors and still used today to practice their religion in the basin.

He requested that the Opera consult with the Pueblo regarding their development plans.

Chair Duran asked whether the Pueblo participated in the originally master plan for a hotel resort. Mr. Mitchell said he did not recall any notices to the Tribal government. Mr. Abeyta said the notices were verified by the applicant. The Chair said he understood the Pueblo's land adjoins the Opera.

Under oath, Steve Flance indicated that this is a separate 44-acre tract that lies to the south of the Opera property. The property was acquired by the Opera in 2001 and does not abut the Pueblo and probably notice was not given to the Pueblo. Mr. Flance said the project was discussed extensively with the Tribal Council during the settlement discussion over the Aamodt water suit. He said there was an agreement in principle awaiting signature between the Opera and the Tesuque Pueblo that addresses water and this particular project.

An archeological review was conducted and what is before the Authority is an amendment to the master plan. He said the amended project is more sensitive and they would continue to consult with the Pueblo as the project evolves.

Councilor Pfeffer asked Mr. Flance if he would accept a formal condition to consult with the Pueblo in regards to access to cultural sites. Mr. Flance said "we would be happy to continue...and that certainly has been our intent."

Mr. Dormy said the Pueblo is troubled that the MOU with the County is not being met. He said it was particularly troublesome in regards to the archeology on the subject site. He noted that in December 2003, Michelle Ensey with HPD expressed concerns to the County about the Summit project. The Pueblo wanted to obtain permission from the Summit to gain access to cultural sites. He asked that the County, HPD and the Pueblo develop a checklist for properties that require special access for the Pueblo.

Chair Duran directed Land Use Administrator Abeyta to develop a checklist and expanded notice. He suggested the EZ mirror the County Code rewrite.

Mr. Dormy encouraged the County to comply with the Native American Graves and Repatriation Act which requires developers to notify tribes of any significant archeological site findings.

Commissioner Anaya thanked the representatives from the Pueblo for attending. He asked whether the MOU with Tesuque worked both ways: does the tribe notify the County when they want to develop their land. Mr. Abeyta said he needed to review the MOU before providing an answer.

There were no other speaker or questions on this case.

Stating she was confident the applicant would work with Tesuque Pueblo, Councilor Lopez moved to grant the variance, approve the amended master plan with all the staff-imposed conditions, and direct the applicant to notify the tribe at each phase of development. Her motion was seconded by Councilor Pfeffer and passed by unanimous voice vote.

PETITIONS FROM THE FLOOR

None were presented.

COMMUNICATIONS FROM THE AUTHORITY

Chair Duran apologized to Councilor Pfeffer.

Councilor Lopez asked staff to prepare a request for publication of title and general summary for an ordinance to extend water harvesting into the EZ.

COMMUNICATION FROM THE ATTORNEY

None was presented.

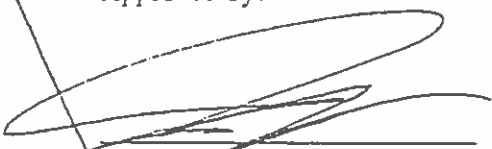
MATTERS FROM LAND USE STAFF

None were presented.

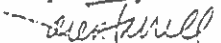
ADJOURNMENT

This meeting was declared adjourned at 8:10 p.m.

Approved by:

  
Paul Duran, Chair  
Extraterritorial Zoning Authority

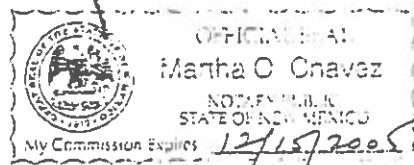
Respectfully submitted:

  
Karen Farrell, Wordswork

NOTARIZED THIS 5<sup>th</sup> DAY OF August, 2004.

  
NOTARY PUBLIC

My commission expires: 12/15/2005



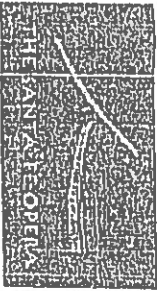
Extraterritorial Zoning Authority: June 2, 2004

SFC CLERK RECORDED 08/10/2004



AMENDED MASTER PLAN  
SANTA FE OPERA VILLAGE  
SANTA FE, NEW MEXICO  
FORMERLY KNOWN AS INN AT THE OPERA  
SOUTHEAST QUARTER OF SECTION 24, AND THE SOUTHWEST QUARTER OF SECTION 1  
24, TOWNSHIP 19 NORTH, RANGE 1 EAST, SANTA FE COUNTY, NEW MEXICO

OWNER:

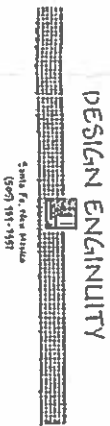


THE SANTA FE OPERA  
PO BOX 2208  
SANTA FE, NEW MEXICO

PLANNER:



ENGINEERING:



Santa Fe, New Mexico  
(505) 991-1197

SHEET INDEX

1. Cover Sheet and Vicinity Map
2. Amended Master Plan
3. Existing Conditions and Soils
4. Slope Analysis
5. Conceptual Terrain Management Plan
6. Conceptual Utilities Plan
7. Conceptual Landscaping Plan
8. Conceptual Building Elevations
9. Phasing Plan
10. Survey Plat

*Orlym Guerrerotiz*  
Orlym Guerrerotiz PE4 12458 Date 5-23-05

January 2, 2004

REVISIONS

DATE	BY	DATE	BY
9/15/04	DE		
7/16/04	DE		
2/03/05	DE		



SANTA FE OPERA VILLAGE AMENDED MASTER PLAN  
LOCATED WITHIN THE SOUTHEAST QUARTER OF SECTION 26, AND THE SOUTHWEST QUARTER OF  
SECTION 25, TOWNSHIP 18 NORTH RANGE 9 EAST,  
SANTA FE COUNTY, NEW MEXICO

Barbara Hoffman Clamen, Bd. of Directors 3/3/2005  
DATE: 3/3/2005  
SANTA FE COSEA

**AFFIDAVITS  
COUNTY DEVELOPMENT PERMIT NUMBER**

JUNE 2, 2005  
 Bill Collins, Jr.  
 EA CHAIRMAN / DATE 5-26-2005

Nancy B Long  
 DATE 3-10-05  
 Elizabeth Long  
 DATE 5/27/05  
 Vicki Dyer  
 COUNTY USE ADMINISTRATOR

Robert J. Montgomery  
FELIC WORKS DIRECTOR  
DATE 3-10-05

Philip  
CITY PLANNER  
DATE 3-14-05

NOTE: THIS DEVELOPMENT SHALL CONNECT TO A REGIONAL WATER AND SEWER SYSTEM WHEN IT BECOMES AVAILABLE.

FRANKS SCHNEIDER

PLATE 11

PHASE III YEAR 2016  
OPERA VILLAGE CENTER INCLUDES RECEPTION, LOBBY, RESTAURANT BAR,  
VISITOR'S CENTER/HOUSEM, CONFERENCE ROOMS, SMALL REHEARSAL  
ROOMS SHALL THEATER, STORAGE, POOL AND OFFICE.

EMERY CO  
CASITA HOMES  
200-660-8872  
KITCHENS WITH BUILT IN HOODS

40 BOSTON ST. 2ND FL. BOSTON, MASS. 02111  
 5-0-68 HON. H. GARDNER, ATTORNEY GEN.  
 100 STATE ST. 10TH FL. BOSTON, MASS. 02111  
 1-24-68 HON. H. GARDNER, ATTORNEY GEN.  
 100 STATE ST. 10TH FL. BOSTON, MASS. 02111  
 1-24-68 HON. H. GARDNER, ATTORNEY GEN.  
 100 STATE ST. 10TH FL. BOSTON, MASS. 02111

Valerie Lippman  
Coastal Zone Santa Fe County, N.M.

VICINITY MAP - NOT TO SCALE



**Santa Fe, New Mexico**

AMENDED MASTER PLAN

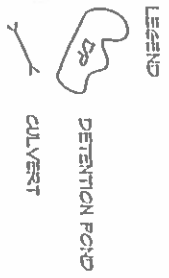
DATE	TIME	NO.	NAME
10/10/10	10:00	101	John Doe
10/10/10	10:05	102	Jane Smith
10/10/10	10:10	103	Bob Johnson
10/10/10	10:15	104	Alice Brown
10/10/10	10:20	105	Charlie White
10/10/10	10:25	106	Diana Green
10/10/10	10:30	107	Frank Black
10/10/10	10:35	108	Grace King
10/10/10	10:40	109	Henry Lee
10/10/10	10:45	110	Ivy Clark
10/10/10	10:50	111	Jack Hall
10/10/10	10:55	112	Karen Young
10/10/10	11:00	113	Leo Adams
10/10/10	11:05	114	Mia Baker
10/10/10	11:10	115	Noah Wilson
10/10/10	11:15	116	Olivia Moore
10/10/10	11:20	117	Peter Taylor
10/10/10	11:25	118	Quinn Scott
10/10/10	11:30	119	Rachel Green
10/10/10	11:35	120	Samuel King
10/10/10	11:40	121	Tina White
10/10/10	11:45	122	Victor Black
10/10/10	11:50	123	Wendy Clark
10/10/10	11:55	124	Xavier Hall
10/10/10	12:00	125	Yara Young
10/10/10	12:05	126	Zoe Adams
10/10/10	12:10	127	Adam Baker
10/10/10	12:15	128	Bella Wilson
10/10/10	12:20	129	Carl Moore
10/10/10	12:25	130	Dora Taylor
10/10/10	12:30	131	Ethan Scott
10/10/10	12:35	132	Fiona Green
10/10/10	12:40	133	Gavin King
10/10/10	12:45	134	Helen White
10/10/10	12:50	135	Ian Black
10/10/10	12:55	136	Julia Clark
10/10/10	13:00	137	Kyle Hall
10/10/10	13:05	138	Laura Young
10/10/10	13:10	139	Mark Adams
10/10/10	13:15	140	Nancy Baker
10/10/10	13:20	141	Oscar Wilson
10/10/10	13:25	142	Pamela Moore
10/10/10	13:30	143	Quinn Taylor
10/10/10	13:35	144	Rachel Scott
10/10/10	13:40	145	Samuel Green
10/10/10	13:45	146	Tina King
10/10/10	13:50	147	Victor White
10/10/10	13:55	148	Wendy Black
10/10/10	14:00	149	Xavier Clark
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10/10/10	15:30	167	Pamela Wilson
10/10/10	15:35	168	Quinn Moore
10/10/10	15:40	169	Rachel Taylor
10/10/10	15:45	170	Samuel Scott
10/10/10	15:50	171	Tina Green
10/10/10	15:55	172	Victor King
10/10/10	16:00	173	Wendy White
10/10/10	16:05	174	Xavier Black
10/10/10	16:10	175	Yara Clark
10/10/10	16:15	176	Zoe Hall
10/10/10	16:20	177	Adam Young
10/10/10	16:25	178	Bella Adams
10/10/10	16:30	179	Carl Baker
10/10/10	16:35	180	Dora Wilson
10/10/10	16:40	181	Ethan Moore
10/10/10	16:45	182	Fiona Taylor

50/50/20	1"=100'
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- GENERAL NOTES:
1. STORM WATER FLOWS WILL BE DIRECTED TO AREAS TO BE LANDSCAPED AND DETENTION PONDS. PONDS SHALL BE DESIGNED TO RETAIN, AT LEAST, ANY ADDITIONAL FLOWS CREATED BY PROJECT DEVELOPMENT.
  2. NATURAL VEGETATION LOCATED OUTSIDE OF AREA TO BE DEVELOPED SHALL BE PROTECTED. AREAS DISTURBED SHALL BE REVEGETATED WITH NATIVE GRASSES AND VEGETATION PER THE LANDSCAPE PLAN.
  3. ROAD GRADES SHALL NOT EXCEED 11% AND ALL ROADS WILL BE PAVED AND A MINIMUM OF 20' WIDE.

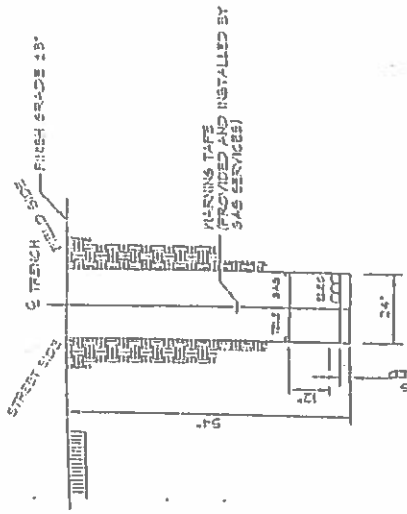
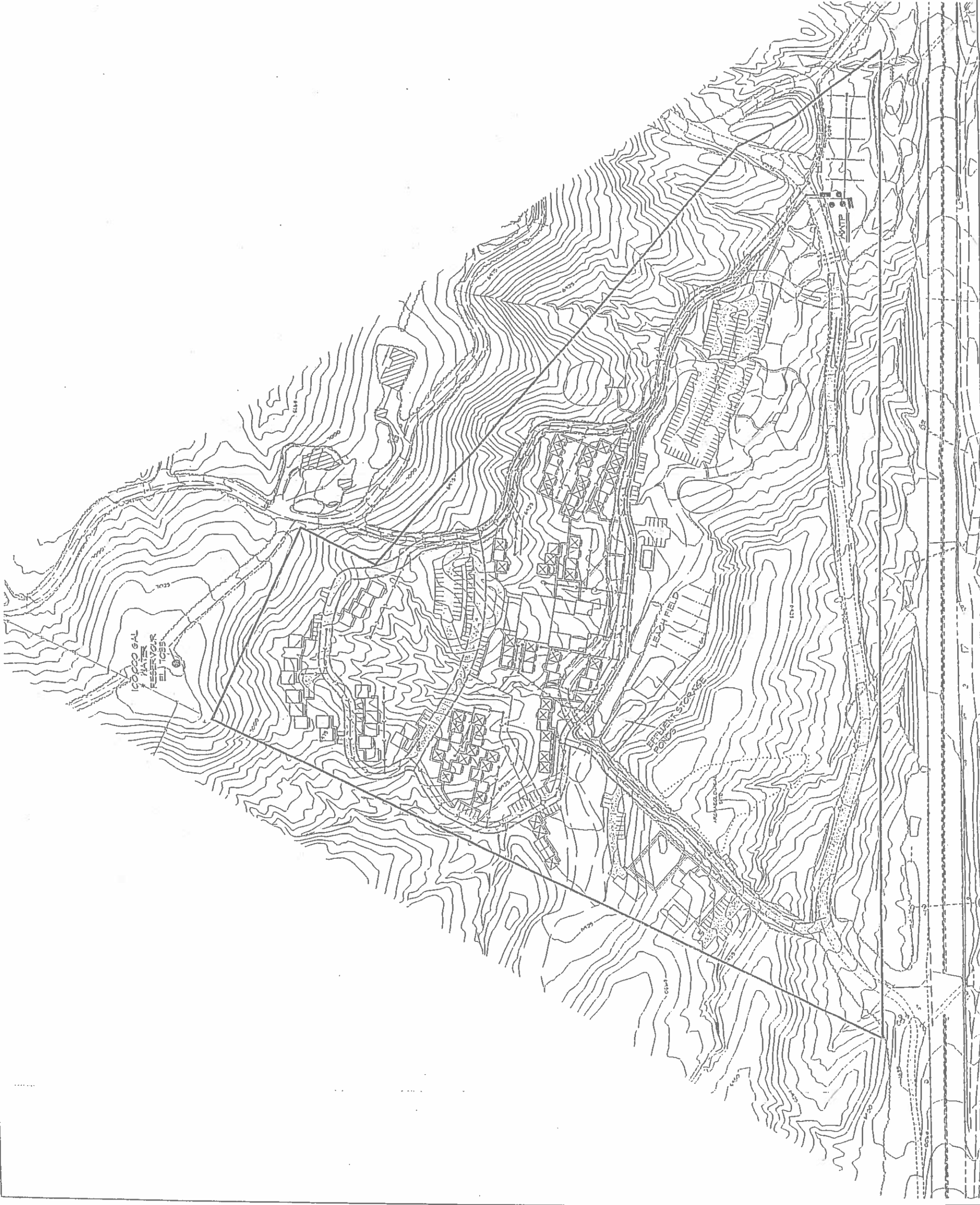


SCALE 1"=100'

0' 5' 10' 15' 20'

3" CONCRETE RETAIN WALL

DESIGN ENGINEER	
SANTA FE OPERA VILLAGE	
CONCEPTUAL TERRAIN MGT. PLAN	
SCALE	DRAWN BY
1"=100'	02/06/05
DATE	5



TYPICAL JOINT USE TRENCH DETAIL  
NOT TO SCALE

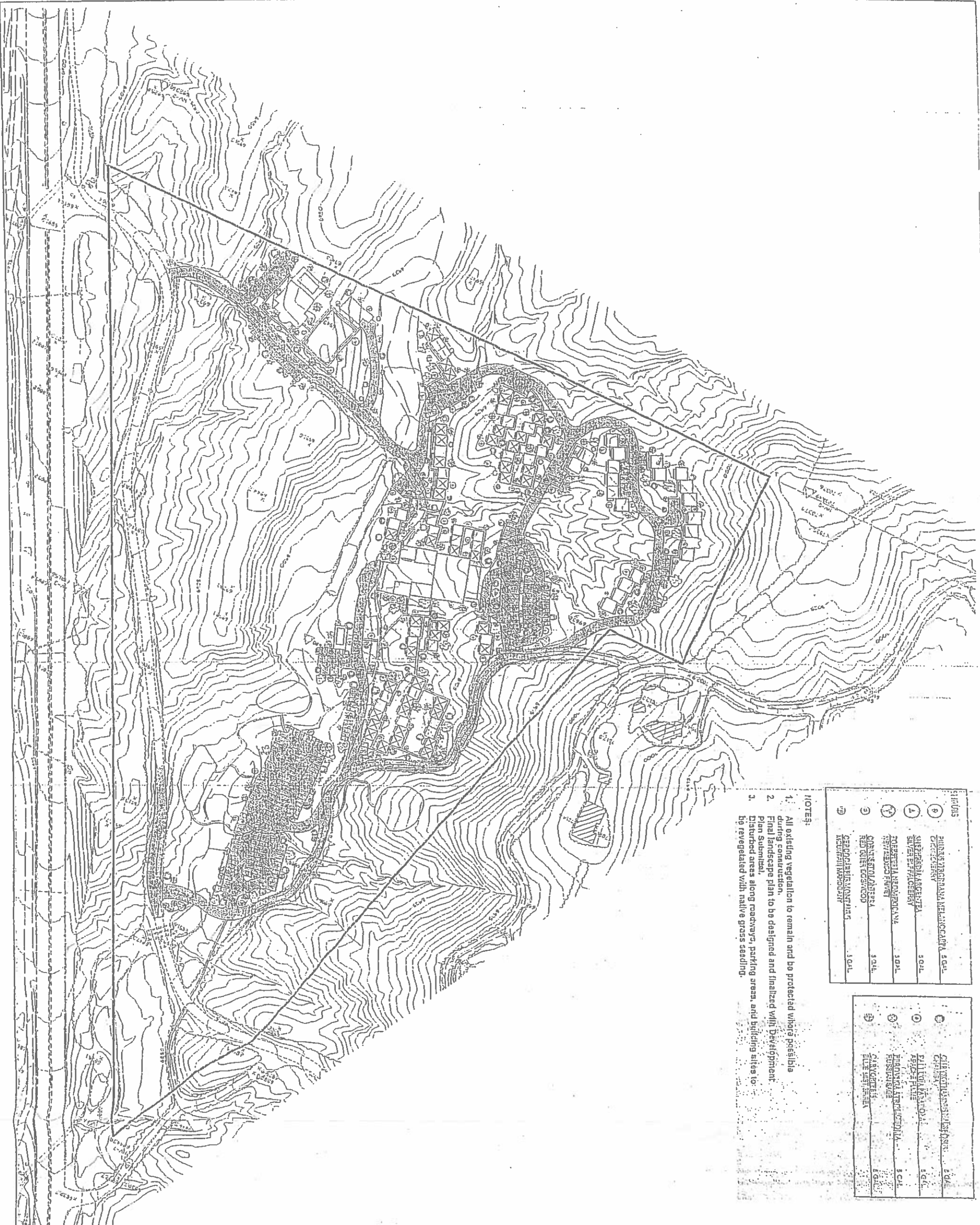
LEGEND

- 6" WATERLINE PVC C900 OR HDPE SCR1
- TREATED EFF. DIST. LINE
- NEW GRAVITY FLOW SAS
- PROPOSED COMMON DRY UTILITY TRENCH



SCALE 1"=100'  
100' 50' 0'

DESIGN ENGINEER	
SANTA FE OPERA VILLAGE	
CONCEPTUAL UTILITIES PLAN	
SCALE 1"=100'	DATE 07/08/05
DRAWN BY / APPROVED BY	SHEET NO 6



SPECIES	
1	PIRATES PROSTRATA MELANOCARPA 2.0L
2	ORCHIDACEAE
3	NEPHELEA ANCEPS 3.0L
4	SWEEP FLICHER 3.0L
5	TORELLIA NEOMEXICANA 1.0L
6	NEVADENSIS FINE 3.0L
7	CONYSECTOLARIA 3.0L
8	RED GLEN COGWOOD 3.0L
9	CEROCARPHUS MONTEZUM 1.0L
10	ICUTINIA MONTEZUM

SPECIES	
11	CLIPPER MONTEZUM 3.0L
12	CLIPPER
13	ELLIPSE MONTEZUM 3.0L
14	APOLLO FINE 3.0L
15	FRONTAL ARTEFACTUM 3.0L
16	FRONTAL
17	CLIPPER 3.0L
18	FILE MONTEZUM 3.0L

- NOTES:
1. All existing vegetation to remain and be protected where possible during construction.
  2. Final landscape plan to be designed and finalized with Development Plan Submittal.
  3. Disturbed areas along roadways, parking areas, and building sites to be revegetated with native grass seedling.

PLANT LEGEND	
1	PIRATES PROSTRATA MELANOCARPA 2.0L
2	ORCHIDACEAE
3	NEPHELEA ANCEPS 3.0L
4	SWEEP FLICHER 3.0L
5	TORELLIA NEOMEXICANA 1.0L
6	NEVADENSIS FINE 3.0L
7	CONYSECTOLARIA 3.0L
8	RED GLEN COGWOOD 3.0L
9	CEROCARPHUS MONTEZUM 1.0L
10	ICUTINIA MONTEZUM
11	CLIPPER MONTEZUM 3.0L
12	CLIPPER
13	ELLIPSE MONTEZUM 3.0L
14	APOLLO FINE 3.0L
15	FRONTAL ARTEFACTUM 3.0L
16	FRONTAL
17	CLIPPER 3.0L
18	FILE MONTEZUM 3.0L

DESIGN ENGINEERING

SANTA FE OPERA VILLAGE

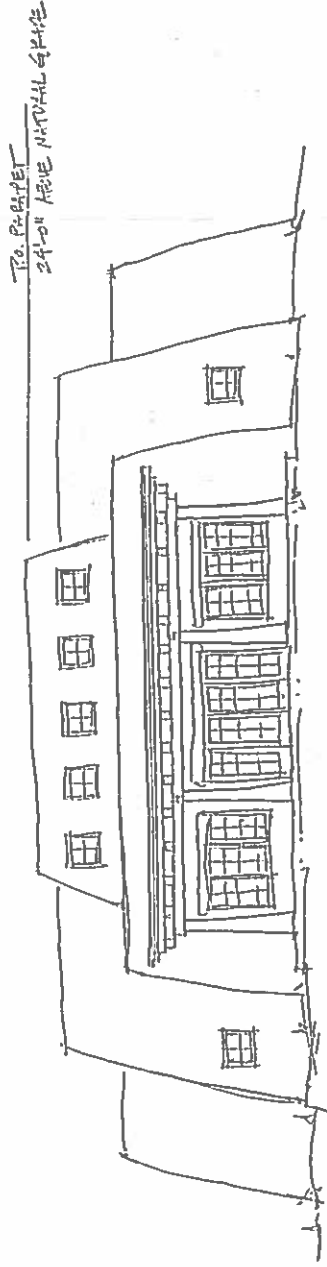
CONCEPTUAL LANDSCAPE PLAN

Scale 1" = 100'

North Arrow

DATE: 03-13-04

BY: [Signature]



SCHEMATIC ELEVATION OF OPERA VILLAGE CENTER AT ENTRY

1/8" = 1'-0"

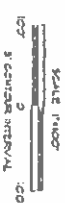


SCHEMATIC ELEVATION OF APARTMENT/CO-HOUSING UNITS

1/8" = 1'-0"

FINAL DESIGN OF THE BUILDING ELEVATIONS WILL OCCUR WITH DEVELOPMENT PLAN SUBMITTAL. ELEVATIONS ARE CONCEPTUAL, AND INTENDED TO CONVEY OVERALL DESIGN CONCEPT.

THE FLANCE COMPANY REAL ESTATE PLANNING AND DEVELOPMENT SANTA FE, NEW MEXICO (505) 258-1811		DATE 11-20-09	SHEET NO. 8
SANTA FE OPERA VILLAGE CONCEPTUAL BUILDING ELEVATIONS		SCALE	DRAWN BY / CHECKED BY



DESIGN ENGINEERING

Paula F., 7400 14th Ave  
(505) 414-9451

SANTA FE OPERA VILLAGE

## PHASING PLAN

SCAL	CRG NO.	DATE
$\Gamma = 10.0^\circ$		22/08/05



APR 14 2009 09:04 AM

THE SANTA FE EXTRATERRITORIAL LAND USE AUTHORITY

ORDINANCE NO. 2009-01

AN ORDINANCE ESTABLISHING SUBDIVISION, PLATTING, PLANNING AND ZONING RULES WITHIN THE PRESUMPTIVE CITY LIMITS AND WITHIN UNINCORPORATED AREAS OF THE COUNTY THAT ARE SUBJECT TO THE EXTRATERRITORIAL, SUBDIVISION, PLATTING, PLANNING AND ZONING JURISDICTION OF THE CITY OF SANTA FE; ESTABLISHING DEFINITIONS; PROVIDING FOR TRANSITIONAL PROVISIONS; REPEALING ORDINANCE NOS. 1997-4, 1997-3, 1999-1, 1999-5, 1999-6, 2000-01, 2000-03.

BE IT ORDAINED BY THE SANTA FE EXTRATERRITORIAL LAND USE AUTHORITY:

Section One. Title. This ordinance may be cited as the Santa Fe Extraterritorial Land Use Authority Subdivision, Platting, Planning and Zoning Ordinance (SFPaZo).

Section Two. Authority. This ordinance is enacted pursuant to NMSA 1978, Sections 3-19-5 (2003), 3-20-5 (1998), 3-21-3 (2001), 3-21-3.1 (1989), 3-21-3.2 (2003) and 3-21-4 (1999), the Santa Fe County and City Extraterritorial Land Use Joint Powers Agreement (2008), Ordinance No. 2008-17 of the Board of County Commissioners of Santa Fe County, and Ordinance No. 2008-46 of the Governing Body of the City of Santa Fe.

Section Three. Scope. This ordinance applies within the extraterritorial platting and planning zone set forth in NMSA 1978, Section 3-19-5 (2003), and the extraterritorial zoning area set forth in NMSA 1978, Section 13-21-2 (2003).

Section Four. Repeal. Ordinance Nos. 1997-4 (except for section 9.8 Mountain Special Review District), 1997-3, 1999-1, 1999-5, 1999-6, 2000-01, 2000-03 of the Extraterritorial Zoning Authority shall be and hereby are repealed.

Section Five. Planning Basis. This ordinance implements the City of Santa Fe 1999 General Plan as amended through 2008. The following other planning documents to the extent they are not inconsistent shall also be considered: Regional Planning Authority Land Use Plan (2004), the Southwest Santa Fe County Community Area Plan (2005), the Santa Fe County Growth Management Plan (General Plan)(1999), the Santa Fe County Community College District Plan (2000), the Santa Fe Metro Area Highway Corridor Plan (2000), the Santa Fe Northwest Community Plan (1999), the Santa Fe Extraterritorial Zoning Authority Comprehensive Plan (1998), the Santa Fe Urban and Extraterritorial Future Roads Plan (1999), the Tres Arroyos del Poinente Plan (2006), and the Hyde Park Plan (1994).



Section Six. Definitions.

A. "ELUA" means the Santa Fe Extraterritorial Land Use Authority established by the Santa Fe County and City Extraterritorial Land Use Joint Powers Agreement (2008) and City Ordinance No. 2008-46 and County Ordinance No. 2008-17.

B. "ELUC" means the Santa Fe Extraterritorial Land Use Commission established by the Santa Fe County and City Extraterritorial Land Use Joint Powers Agreement (2008) and City Ordinance No. 2008-46 and County Ordinance No. 2008-17.

C. "EZA" means the Santa Fe Extraterritorial Zoning Authority established by the Santa Fe County and City Extraterritorial Land Use Joint Powers Agreement (1991).

D. "EZC" means the Santa Fe Extraterritorial Zoning Commission established by the Santa Fe County and City Extraterritorial Land Use Joint Powers Agreement (1991).

E. "Presumptive City Limits" means the city limits of the City of Santa Fe following the completion of the annexations provided for in the Settlement Agreement and Mutual Release of Claims (2008), by and between the City of Santa Fe, Santa Fe County, and Las Soleras (as shown on Map A, attached).

F. "Areas to be Annexed" means those areas outside of the current city limits of the City of Santa Fe that will be annexed pursuant to the Settlement Agreement and Mutual Release of Claims (2008), by and between the City of Santa Fe, Santa Fe County, and Las Soleras (as shown on Map A, attached).

Section Seven. Zoning and Planning and Platting Within the Areas to be Annexed.

A. Regulation of zoning, subdivision, planning and platting of property within the Areas to be Annexed shall be governed by the City of Santa Fe Land Development Code, Chapter 14. Zoning for properties within the Areas to be Annexed is hereby established by this Ordinance as set forth in the zoning map Map B attached hereto reflecting City zoning districts selected to match land uses adopted in the planning documents referred to in Section 5 and, where applicable, current zoning granted by the EZA. Pending adoption of escarpment overlay districts within Area 18 on Map A, EZA Ordinance No. 1997-4, Section 9.8 establishing rules for the Mountain Special Review District shall apply. The City of Santa Fe will be responsible for administering zoning districts, prescribing uses within districts, rezoning particular parcels, prescribing and enforcing design standards, prescribing procedures for making and processing applications, processing applications, establishing and administering standards for development plans, subdivision of land, and all matters necessary and proper to the foregoing.

B. The City may establish and collect fees for administering zoning, platting and planning and for capital improvements, included but not limited to development review fees, application fees, impact fees, fees for building permit applications, processing, review and inspections and other fees related to development for development within the Areas to Be Annexed.

#### Section Eight. Zoning and Planning and Platting Outside the Presumptive City Limits.

A. Regulation of zoning and planning and platting of property within the extraterritorial zoning and planning and platting authority outside the Presumptive City Limits shall be governed by the Santa Fe County Land Development Code (1996, as amended), including without limitation establishing zoning districts, prescribing uses within districts, establishing zoning of particular parcels, prescribing and enforcing design standards, prescribing procedures for making and processing applications, processing applications, establishing and administering standards for subdivision of land, establishing and providing code enforcement, processing applications for building permits, and all matters necessary and proper to the foregoing.

B. The County may establish and collect fees for administering zoning, platting and planning and capital improvements included but not limited to impact fees, development review fees, enforcement fees, application for development outside the Presumptive City Limits.

#### Section Nine. Transitional Provisions.

##### A. Pending Applications.

1. Each application pending before the ELUA/ELUC for development of property within the Areas to be Annexed shall be transferred to the City of Santa Fe for further processing.

2. Each application pending before the ELUA/ELUC for development of property outside the Presumptive City Limits shall be transferred to Santa Fe County for further processing.

##### B. Zoning.

1. Rezoning of properties within the Areas to be Annexed, as deemed desirable by the City or property owners may be accomplished subsequent to the effective date of this ordinance pursuant to Chapter 14, the City Land Development Code.

2. Properties outside the Presumptive City Limits shall be zoned as established by the Extraterritorial Zoning Authority and the Extraterritorial Zoning Commission prior to the enactment of this Ordinance. Rezoning of such properties, as

deemed necessary by the County may be accomplished subsequent to the effective date of this ordinance pursuant to the County Land Development Code.

C. **Permits and Approvals Without Vested Rights.** Permits and approvals granted by the Extraterritorial Zoning Authority and the Extraterritorial Zoning Commission prior to the effective date of this ordinance for which rights have not vested (approved master plans, special exceptions, recognition of nonconforming uses, development plans, subdivisions, exception plats, and lot line adjustments) shall be henceforth governed by the City Land Development Code within the Presumptive City Limits, and by the Santa Fe County Land Development Code outside the Presumptive City Limits.

D. **Permits and Approvals With Vested Rights.** Permits and approvals granted by the Extraterritorial Zoning Authority and the Extraterritorial Zoning Commission prior to enactment of this ordinance for which rights have vested (whether or not the permit or approval conforms to City Land Development Code) shall be recognized by the City and the County.

E. **Approved Master Plans.**

1. Properties within the Areas to be Annexed that have received final approval of a master plan from the Extraterritorial Zoning Authority or the Extraterritorial Zoning Commission shall within five years of that approval file an application for approval of a development plan, preliminary development plan or subdivision plat in accordance with that Master Plan with the City of Santa Fe or the approval of the master plan shall expire unless an extension is obtained pursuant to the City Land Development Code.

2. Properties outside the Presumptive City Limits that have received final approval of a master plan from the Extraterritorial Zoning Authority or the Extraterritorial Zoning Commission shall be permitted to file an application for approval of a preliminary development plan or plat from the County.

F. **Approved Preliminary Development Plans or Plats.**

1. Properties within the Areas to be Annexed that have received preliminary development plan or plat approval from the Extraterritorial Zoning Authority or the Extraterritorial Zoning Commission but have not received final development plan or plat approval, shall within 24 months of said approval file an application for approval of a final development plan or subdivision plat in accordance with that preliminary plan or plat with the City of Santa Fe or the approval of the preliminary development plan or plat shall expire unless an extension is obtained pursuant to the City Land Development Code.

2. Properties outside the Presumptive City Limits that have received preliminary development plan or plat approval from the Extraterritorial Zoning

FOR CLIENT REVIEWED 03-04-2003

Authority or the Extraterritorial Zoning Commission but have not received final development plan or plat approval, may file an application for approval of a preliminary development plan or plat with the County. The application will be governed and processed according to the County Land Development Code.

**G. Approved but Unrecorded Final Development Plans and Plats.**

Properties that have received final development plan or plat approval from the Extraterritorial Zoning Authority or the Extraterritorial Zoning Commission but have not recorded the plan or plat shall within 18 months of the approval complete the recordation process under the terms of the final approval or the approval will expire unless an extension is obtained pursuant to the City Land Development Code.

**H. Approved and Recorded Final Development Plans, Plats or**

**Permits.** Properties that have received final development plan or plat approval from the Extraterritorial Zoning Authority or the Extraterritorial Zoning Commission and have recorded the plan or plat shall within 24 months of the approval apply for construction permits consistent with that plan or plat from the City of Santa Fe or the approval will expire unless an extension is obtained pursuant to the City Land Development Code.

**Section Ten. Enforcement.** Enforcement of Land Development Codes within the delegated authority set forth in this Ordinance shall be made by the entity responsible for enforcement of those Codes, e.g. within the Presumptive City Limits, the City Code shall govern as set forth in this Ordinance, and the City shall be responsible for enforcement of its Land Development Code pursuant to this delegated authority. Likewise, within the County and outside the Presumptive City Limits, the County Land Development Code shall govern as set forth in this Ordinance, and the County shall be responsible for enforcement of the terms of that Code.

**Section Eleven. Business and Itinerant Vendor Licenses.** The City shall issue business and itinerant vendor licenses within the Presumptive City Limits. The County shall issue business and itinerant vendor licenses outside the Presumptive City Limits. Licenses validly issued pursuant to the Extraterritorial Zoning Ordinance shall be valid until expiration.

**Section Twelve. Building and Development Permits.** Building and/or development permits sought within the Presumptive City Limits shall be obtained from the City. Building and/or development permits sought outside the Presumptive City Limits shall be obtained from the County or the Construction Industries Division. Building and development permits that pertain to property for which final approvals were approved through the Extraterritorial Zoning Ordinance shall be governed by the terms of the approval.

PASSED, APPROVED AND ADOPTED this 27<sup>th</sup> day of August, 2009.

THE EXTRATERRITORIAL LAND USE  
AUTHORITY OF SANTA FE COUNTY

By: [Signature]  
Harry Montoya, Chair

ATTEST: [Signature]  
Valerie Espinoza, Santa Fe County Clerk

[Signature]  
Yoelanda Vigil, City Clerk

APPROVED AS TO FORM:  
[Signature]  
Stephen C. Ross, Santa Fe County Attorney

[Signature]  
Frank Katz, City Attorney



COUNTY OF SANTA FE                    )  
STATE OF NEW MEXICO                ) ss                    ELUA ORDINANCE  
PAGES: 9

I Hereby Certify That This Instrument Was Filed for  
Record On The 4TH Day Of September, 2009 at 02:14:03 PM  
And Was Duly Recorded as Instrument # 1576351  
Of The Records Of Santa Fe County

Witness My Hand And Seal Of Office  
Valerie Espinoza  
Deputy [Signature] County Clerk, Santa Fe, NM

2. Suitability of the site to accommodate the proposed development;
3. Suitability of the proposed uses and intensity of development at the location;
4. Impact to schools, adjacent lands or the County in general;
5. Viability of proposed phases of the project to function as completed developments in the case that subsequent phases of the project are not approved or constructed;
6. Conformance to applicable law and County ordinances in effect at the time of consideration, including required improvements and community facilities and design and/or construction standards.

#### 5.2.5 Filing of Approved Master Plan

The approved master plan with maps which has been approved by and received signatures of the County Development Review Committee Chairman and Board Chairman shall be filed of record at the County Clerk's Office.

#### 5.2.6 Amendments and Future Phase Approvals

- a. Approval of the master plan is intended to demonstrate that the development concept is acceptable and that further approvals are likely unless the detailed development plans cannot meet the requirements of applicable law and County ordinances in effect at that time. Each phase of the development plan must be considered on its own merits.
- b. The Code Administrator may approve minor changes to the master plan. Any substantial change in land use or any increase in density or intensity of development in the approved master plan requires approval of the County Development Review Committee and the Board.
- c. Any changes approved by the Code Administrator pursuant to Section 5.2.6b of this Article shall be subject to the review and approval of County Development Review Committee and the Board at the time of development plan or plat approval.
- d. The phasing schedule may be modified by the Board at the request of the developer as economic circumstances require as long as there is no adverse impact to the overall master plan. (See Article V, Section 4.5)

#### 5.2.7 Expiration of Master Plan

- a. Approval of a master plan shall be considered valid for a period of five years from the date of approval by the Board.
- b. Master plan approvals may be renewed and extended for additional two year periods by the Board at the request of the developer.
- c. Progress in the planning or development of the project approved in the master plan consistent with the approved phasing schedule shall constitute an automatic renewal of the master plan approval. For the purpose of this Section, "progress" means the approval of preliminary or final development plans, or preliminary or final subdivision plats for any phase of the master planned project.

History: 1980 Comp. 1980-6. Sections 4.4, 4.5, 5.1 and 5.2 were amended by County Ordinance 1987-1 to provide for the submittal of a master plan.

#### 5.3 Preliminary Plat Procedure

##### 5.3.1 Introduction and Description

- 5.3.1a Preliminary plats shall be submitted for Type-I, Type-II, Type-III, except Type-III subdivisions that are subject to review under summary procedure as set forth in Subsection 5.5 of this Section, and Type-IV subdivisions.

EXHIBIT

6

V-6

fulfill the proposals contained in the subdivider's disclosure statement and in determining whether or not the subdivider's provisions for a subdivision conform with County regulations.

#### 4.8 Common Promotional Plans

The Code Administrator will review proposed applications to determine whether there is a common promotional plan to subdivide a property. If it is determined that the land division does constitute a common promotional plan, the project shall comply with the procedures provided for in this Article V.

### SECTION 5 - PROCEDURES AND SUBMITTALS

#### 5.1 Pre-application Procedures

Prior to the filing of an application for approval of a preliminary plat, the subdivider shall confer with the Code Administrator to become acquainted with these subdivision regulations. At this pre-application conference, the subdivider shall be advised of the following:

1. Submittals required by the Code.
2. Type and/or class of the proposed subdivision.
3. Individuals and/or agencies that will be asked to review the required submittals.
4. Required improvements.
5. Conditions under which Master Plans and Development Plans are required as described in Sections 5.2 and 7.
6. A determination will be made as to the appropriate scale and format for plans and plats and as to the appropriateness of applicable submittal requirements.

#### 5.2 Master Plan Procedure

##### 5.2.1 Introduction and Description

- a. Master plans are required in the following cases:
  - i. All Type I, Type II, and Type IV subdivisions with more than one development phase or tract.
  - ii. As required in Article III for developments other than subdivisions, and
  - iii. Such other projects which may elect to apply for master plan approval.
- b. A master plan is comprehensive in establishing the scope of a project, yet is less detailed than a development plan. It provides a means for the County Development Review Committee and the Board to review projects and the subdivider to obtain concept approval for proposed development without the necessity of expending large sums of money for the submittals required for a preliminary and final plat approval.
- c. The master plan submittal will consist of both plans and written reports which include the information required in 5.2.2 below. A typical submittal would include a vicinity map, a plan showing existing site data, a conceptual environmental plan with written documentation, a master plan map, a master plan report, a schematic utilities plan and the phasing schedule. Maps and reports may be combined or expanded upon at the discretion of the applicant to fit the particular development proposal as long as the relevant information is included.

##### 5.2.2 Master Plan Submittals

- a. Vicinity Map. A vicinity map drawn at a scale of not more than 2,000 feet to one inch showing contours at twenty (20) foot intervals showing the relationship of the site to its general surroundings, and the location of all existing drainage channels, water courses and water bodies located on the parcel and within three miles of the Parcel.

EXHIBIT

7

V - 3

Daniel "Danny" Mayfield  
Commissioner, District 1

Virginia Vigil  
Commissioner, District 2

Robert A. Anaya  
Commissioner, District 3



Kathy Holian  
Commissioner, District 4

Liz Stefanics  
Commissioner, District 5

Katherine Miller  
County Manager

**BCC CASE # MIS 09-5071  
SANTA FE OPERA MASTER PLAN EXTENSION  
PAUL HORPEDAHL, AGENT**

**ORDER**

**THIS MATTER** came before the Board of County Commissioners (hereinafter referred to as "the BCC") for hearing on January 10, 2012, on the Application of Santa Fe Opera, (hereinafter referred to as "the Applicant"), for an extension of an existing Master Plan. The BCC, having reviewed the Application and supplemental materials and staff report, and having conducted a public hearing on the request, finds that the Application is well-taken and should be granted, and makes the following findings of fact and conclusions of law:

1. The Applicant requests a two year time extension of an existing Master Plan.
2. The property is located at 17053 US Highway 84/285, within Sections 25 and 26, Township 18 North, Range 9 East.
3. On June 2, 2004, the Extraterritorial Zoning Authority granted approval of a Master Plan amendment for the Inn at the Opera. The project will be developed in five phases as follows:

Phase I-Overflow parking area to accommodate 139 parking spaces as well as picnic Areas;

Phase II-A rehearsal and recital hall, storage building, spa and fitness building with a Pool, wastewater treatment plant and 26 new parking spaces;

SFC CLERK RECORDED 04/25/2012

Phase III-Opera Village Center (plaza, conference area, rehearsal and recital areas, small theater, restaurant facilities, reception space, bar, lounge, storage space, pool with related facilities, and 134 parking spaces;

Phase IV-50 apartment style units, 64 co-housing units for the Opera staff and conference Participants;

Phase V-20 Casita style housing units for Opera performers, directors, benefactors, conference participants and guests.

4. The Opera property lies outside the presumptive city limits and zoning for the property was established by the Extraterritorial Zoning Authority (EZA) and the Extraterritorial Zoning Commission. With the enactment of Ordinance 2009-01 the property is now governed by the Santa Fe County Land Development Code ("Code").

5. The Application meets the criteria set forth for Master Plan approval in Article V, Section 5.2.4 and the expiration time limit of a Master Plan set forth in Article V, Section 5.2.7 of the Code.

6. The Agent for the Applicant testified in support of the Master Plan extension.

7. Two members from the public spoke on the Application.

8. The Commission recommends and the Applicant agrees to the following special conditions of approval:

- a. The Applicant shall comply with the conditions of the approved Master Plan;
- b. The Applicant shall comply with all requirements of the County Land Development Code;

c. The Applicant shall comply with any applicable ordinance(s) adopted by the County prior to the submittal of preliminary and final development plan.

9. After conducting a public hearing on the request and having heard from the Applicant, the Board of County Commissioners hereby approve the request for a two year time extension of an existing Master Plan subject to the Applicant's compliance with the special conditions as stated above.

**IT IS THEREFORE ORDERED** that the Application is approved, and the Applicant is allowed a two year time extension of an existing Master Plan subject to the conditions set forth herein.

I certify that the Application was approved by the Board of County Commissioners on this 24<sup>th</sup> day of April, 2012.

The Board of County Commissioners of Santa Fe County

By: *Liz Safar*  
BCC Chairperson

ATTEST:

Valerie Espinoza  
Valerie Espinoza, County Clerk

Approved as to form:

Stephen C. Ross  
Stephen C. Ross, County Attorney



COUNTY OF SANTA FE           |  
STATE OF NEW MEXICO       | ss

BCC ORDER  
PAGES: 11

I Hereby Certify That This Instrument Was Filed for  
Record On The 25TH Day Of April, 2012 at 10:03:56 AM  
And Was Duly Recorded as Instrument # 1667301  
Of The Records Of Santa Fe County

Witness My Hand And Seal Of Office  
Valerie Espinoza  
Deputy Marcella Calizor County Clerk, Santa Fe, NM

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- XIII. A. 4. BCC Case # MIS 09-5071 Santa Fe Opera Master Plan Extension.  
Santa Fe Opera, Applicant, Paul Horpedahl, Agent, Request a  
Two-Year Time Extension of the Amended Master Plan Approval  
for the Santa Fe Opera Village. The Property is Located at 17053  
US Highway 84/285, within Sections 25 & 26, Township 18 North,  
Range 9 East (Commission District 2 1) Jose E. Larrañaga, Case  
Manager

MR. LARRAÑAGA: Thank you, Madam Chair. On January 12, 2010 the Board of County Commissioners granted a request by the Santa Fe Opera for a two-year time extension of an existing master plan. On June 2, 2004 the Extraterritorial Zoning Authority granted a master plan amendment to the previously approved Inn at the Opera to allow a rehearsal and recital facility, meeting spaces, conference facilities and amenities, storage for the opera and housing for the opera performers and staff, directors, benefactors, conference participants and guests, consisting of 135,600 square feet on 44.10 acres to be developed in five phases.

The master plan amendment allowed the project to directly serve the needs and interests of the opera rather than being open to the public as allowed in the previous approval. The site and building layout are the same as the prior approval. The project will be developed in five phases as follows: Phase 1, overflow parking area to accommodate 139 parking spaces as well as picnic areas; Phase 2, a rehearsal and recital hall, storage buildings, spa and fitness building with pool, wastewater treatment plant and 26 new parking spaces; Phase 3 is the Opera Village Center; Phase 4, 50 apartment style units, 64 co-housing units for the opera staff and conference participants; Phase 5, 20 casita style housing units for opera performers, director and benefactors, conference participants and guests.

The opera property was governed by the Extraterritorial Zoning Authority under the Extraterritorial Territorial Zoning Ordinance. Ordinance No. 2009-01 dissolved the EZO and the EZA and the opera property is now governed by the Board of County Commissioners under the Land Development Code.

The applicant is requesting a two-year time extension and renewal of the master plan under the Land Development Code. Article V, Section 5.2.1b states, A master plan is comprehensive in establishing the scope of a project, yet is less detailed than a development plan. It provides a means for the County Development Review Committee and the Board to review projects, and the subdivider to obtain concept approval without the necessity of spending large sums of money for the submittals required for preliminary and final plat approval.

Article V, Section 5.2.7b states, Master plan approvals may be reviewed and extended for additional two-year periods by the Board at the request of the developer.

Recommendation: Staff has reviewed this application and has found the following facts presented to support this submittal. The master plan was approved and zoning was established by the Extraterritorial Zoning Authority prior to the enactment of Ordinance 2009-01. The property lies outside the presumptive city limits and is governed by the Santa Fe County Land Development Code. The approved master plan meets the criteria set forth in the Land Development Code.

Staff's review of the applicant's request has established findings that this application is

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in compliance with Ordinance No. 2009-01 and meets the criteria set forth in Article V, Section 5.2.1b, Article V, Section 5.2.4 and Article V, Section 5.2.7b of the Land Development Code. Staff recommends approval of a two-year time extension of the amended master plan for the Santa Fe Opera Village, subject to the following conditions. Madam Chair, may I enter these conditions into the record?

CHAIR STEFANICS: Yes. Thank you.

[The conditions are as follows:]

1. The Applicant shall comply with the conditions of the approved master plan.
2. The Applicant shall comply with all requirements of the County Land Development Code.
3. The Applicant shall comply with any applicable ordinance(s) adopted by the County prior to the submittal of preliminary and final development plan.

MR. LARRAÑAGA: Madam Chair, I stand for any questions.

CHAIR STEFANICS: Thank you. Is the applicant here? If you could please come forward, state your name and be sworn in.

[Duly sworn, Paul Horpedahl testified as follows:]

PAUL HORPEDAHL: My name is Paul Horpedahl. My address is 101 Mateo Circle North here in Santa Fe.

CHAIR STEFANICS: Thank you. Do you have anything to add to the presentation?

MR. HORPEDAHL: Only that this is still a very conceptual master plan at this point and we are hoping on a time extension so that we can work more on what we really would like to do with this property to help for the mission of the Santa Fe Opera.

CHAIR STEFANICS: Thank you. Are there questions for the applicant or for staff before we go to the public hearing?

COMMISSIONER MAYFIELD: Madam Chair.

CHAIR STEFANICS: Yes, Commissioner.

COMMISSIONER MAYFIELD: Madam Chair, and Shelley, this also now is in District 1, just on the redistricting, so you all know that. And then, Madam Chair, and a question for staff. Under condition number 3 that you are putting in: The applicant shall comply with any applicable ordinances adopted by the County prior to the submittal of preliminary and final development plan. And Steve may have already answered this question. But now that we're going through the code rewrite and the new plan, so we have something on the books before they go to construction phase they comply with the new ordinances that are on the books, not the old ones when they submitted applications? Thank you, Madam Chair.

CHAIR STEFANICS: Thank you. Commissioner Holian, anything for this? Okay, we are now at a public hearing. Anybody who would like to speak in favor of or in opposition to this please come forward. We'll have you all sworn in at the same time. Only one person? Anybody else, for or against? Everybody come up who's --

RICHARD EHRENBURG: I'm partially against.

CHAIR STEFANICS: Everybody who's going to testify, if you'd all raise your hands.

[Those wishing to speak were placed under oath.]

CHAIR STEFANICS: Thank you. We'll take you one at a time, your name, address and your statement.

[Duly sworn, Richard Ehrenburg testified as follows:]

MR. EHRENBURG: My name is Richard Ehrenburg. I'm a property owner at 12 and 12-A Calle de Luz, which is in back of the opera, kind of up from the second arroyo, so we have about 15, 14 acres there. And although I really personally like Paul, I think the plan is generally very good, there are certain issues in the plan that I really take questions about and one is the overflow parking.

Now, in the amended master plan it says that everything is going to be paved. Now, I don't know how many of you folks have been up to the opera but the whole thing is pretty much blacktop which means there's no percolation, there's no water getting into the soil in that area where the parking is. I would suggest that the parking areas could be done with a product called turf block, which is a concrete block that's set into the ground and dirt is put over it but the concrete is still there. Grass can still grow over it and in fact fire trucks – we've used it in projects where fire trucks actually go in there and park. So this is one item.

My second item is the traffic flow. And I'm not convinced – I use this road two or three times a day and there are 51 or 58 residential structures that use that road and although they don't use it in the wintertime it's still used in the summertime including the opera-goers. I don't know if any of you folks have driven this road but it is pitched and it's curved. So even though they have some concrete islands here to try to direct the traffic, somebody coming down that hill and somebody else making – even if they make a right turn to go further down the hill at the north entry, at some point there's going to be an accident.

They may want to man that with somebody there any time it's in use. That is something that I think needs to be discussed.

And the third item are the pools. None of us who have tried to put pools in have been allowed to put pools in by the County unless they're indoor pools, even though we have doctors' letters saying that we need to swim. So I swim at Ft. Marcy. I couldn't put a pool in; I wasn't allowed to. There is a pool that the opera has at the other side in back of the opera building. It is a kidney-shaped pool that was put in when that was allowed. I don't frankly see that – there's a spa building here with a pool. I don't really see the necessity for a pool when there is one on the property already.

And I guess my last issue is that the grade lines coming down off of the houses on the top of the hill is very, very steep and there's going to be a tremendous amount of runoff. I don't know exactly how the opera is going to handle that. I haven't seen any details about it. I know this is a general plan, but the reality is if one of the large, wealthy donors leaves something to the opera in their will, and this has happened in the past, they can get \$6 million really fast to start this project. So I just wanted to go on record with several of my neighbors who weren't able to be here tonight – they were here and then they had to leave – that we certainly don't want to put a blanket – say that we don't like the plan at all but there are certain areas of this which we feel are not really in the best interest of the land or the people that use the road on an annual basis.

And my last comment is that I would like to know whether this is going to be a year-round use or it's just going to be summer use while the opera is in session, and if it is going to

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be can there be anything in writing by the opera that will state that. And thank you. That's all I have to say.

CHAIR STEFANICS: Thank you. We'll go on to the next speaker.

[Previously sworn, Buck Smith testified as follows:]

BUCK SMITH: Madam Chair, Commissioners, my name is Buck Smith. I'm a member of the board of directors of the homeowners association out in Casas de San Juan, a neighbor to the opera. We have a master association, and a condominium association. Just for the record. I was here before you recessed; I didn't see any of my neighbors here. I came here immediately after you reconvened. I didn't see any of my neighbors here.

The associations are not here to support or oppose the opera's plans. Due to our governing structure we're not able to take a vote on this on short notice. Most of our residents, many of them, I can't say an exact percentage, are non-residents. The Ehrenburgs are here 100 percent of the time. For us to take a vote on this is a big problem because we have non-resident members who are owners who sometimes don't even respond to mail, so that you know the facts here, and we never conduct off-cycle votes, just in case anyone wonders what the neighbors are doing out there, we just don't act like that; we can't.

Now, that said, the associations are here and I'm here to speak for myself, not as – not for all of our owners. We are proud of our association with the opera. They're very good neighbors. They've always been good neighbors to us. We try to be good neighbors to them and other than that we just want to be sure you understand that whatever you might hear from other owners they're not authorized to speak for our associations here because they have not been. And we gave Mr. Horpedahl a letter saying no one's authorized to speak on our behalf as an association.

CHAIR STEFANICS: Thank you. Is Commissioner Anaya on the phone?

COMMISSIONER ANAYA: Yes, Madam Chair.

CHAIR STEFANICS: Great. Thank you very much for joining us. Was there another comment from the audience? Wait. If you're going to make a comment you need to come up to the microphone so you're on the record please. We have public listening and watching.

MR. EHRENBURG: Thank you, Madam Chair. Madam Chair, I just wanted to mention that I am not a member of the association. We have a separate area, although we use the gates for Casas de San Juan. There are five or six homes that are not part of the association and I am, as I said, I am not representing them. A couple of them were here tonight. One of them lived in Casas but the other ones were not able to be here. And I also want to just go on record as saying that I enjoy the opera, I enjoy the opera people. John – I like Charles McKay and also Paul Horpedahl. I consider him – he helped me on several occasions and the general plan is something that I absolutely agree with and these were some four items that I had questions about. Thank you.

CHAIR STEFANICS: Thank you very much. Is there any other comment from the public before we close the public hearing? Okay. The public hearing is now closed. Commissioner Anaya, we're on the extension of the Opera Village master plan extension. So let's go back to questions of the staff and the applicant. Commissioners, Commissioner Mayfield.

COMMISSIONER MAYFIELD: Thank you, Madam Chair. Madam Chair and

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staff, just going through some of the exhibits, I'm looking at Exhibit C. Exhibit C was EZ Case #Z 04-4050, the Opera Village. Does the City not have involvement in this anymore? Because that's how I'm looking at this document from 2004, that they did have some involvement in this.

MR. LARRAÑAGA: Madam Chair, Commissioner Mayfield, at that time the issue was the EZA, but Ordinance 2009-01 deleted the EZA. We do not have the EZA anymore; it's under County jurisdiction.

COMMISSIONER MAYFIELD: Okay. Thank you. But also looking at these documents, two questions. One, they were asked to consulting with the neighboring pueblo on this or at least give them an opportunity. Is that still the case? Is that not the case?

MR. LARRAÑAGA: Madam Chair, Commissioner Mayfield, any conditions that were imposed on the approval are still imposed.

COMMISSIONER MAYFIELD: Okay. And then I know that at least Tesuque Village is trying to come together with a community plan. Is there a community plan on the books or in the making that would include this opera area?

MS. ELLIS-GREEN: Madam Chair, Commissioners, I believe the Tesuque Village Plan is the other side of 285. It doesn't go to this side of 285.

COMMISSIONER MAYFIELD: Okay. Thank you, Madam Chair, Ms. Ellis-Green, and there's not – I'm not familiar with any other community plan in that area, minus maybe some local covenants from home associations.

MS. ELLIS-GREEN: Madam Chair, Commissioners, no, I don't believe this is covered by another community plan.

COMMISSIONER MAYFIELD: Okay. Thank you. And Madam Chair, Mr. Larrañaga, these folks are just coming asking for an extension, right? So when they get together what they actually want to do, when they finally come together with pen on paper, the community still will have an opportunity to say yea or nay.

MR. LARRAÑAGA: Madam Chair, Commissioner Mayfield, that's correct. As the code stands right now they would have to come in with preliminary and final development plan for each phase, and some of the items that this gentleman spoke of – parking, traffic, pools and grade, that's all going to go into preliminary and final. That's when we really look at the final plan before construction. And yes, the preliminary and final would go to CDRC for approval.

COMMISSIONER MAYFIELD: Thank you. Madam Chair, Jose, help me with understanding, what's the benefit for having a master plan already on file with the County and asking for an extension? Or what's the benefit of just letting it lapse and coming in for a whole new master plan again?

MR. LARRAÑAGA: Madam Chair, Commissioner Mayfield, the master plan is the zoning, so it gives them the concept approval and the zoning for this type of use. It doesn't give them any development rights, but it gives them the zoning where they can go forward with the development plan. If you let it lapse, well, just the fees involved in coming in to resubmit the engineering and the traffic impact analysis and the hydrology reports and everything else would be pretty high.

COMMISSIONER MAYFIELD: Okay. And Madam Chair, Mr. Larrañaga, with the new code that's going to come, and as this Commission approves it, would there be

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anything that would put more restrictions? They would have to be in compliance with that, but I don't know what you all are going to bring to us, and knowing that this may be a moot point if the new code says, hey, you can develop this type of structure out there or you can't develop this structure out there. Am I off base on that question?

MR. ROSS: Madam Chair, Commissioner Mayfield, no, you're not, but you've got two members or three members of the code draft team right here and I don't think there's anything major contemplated with this type of development.

COMMISSIONER MAYFIELD: Okay. Thank you. Thank you, Madam Chair.

CHAIR STEFANICS: Thank you. Commissioner Holian.

COMMISSIONER HOLIAN: I would like to request Mr. Horpedahl to comment on the suggestions that were made by the neighbor.

MR. HORPEDAHL: Yes, thank you. We have listened to many comments from our neighbors in the past, ever since we first started with this development master plan and I have been taking excessive notes on all of these things. In fact I spoke with Mr. Ehrenburg two years ago about his concern about the road access and have told him that we would be taking all of these things under concern as we approach actually putting pen to paper, but at this time it really is just a concept. We've not changed anything in this whatsoever since 2004. So we really are just trying to figure out what would work best for us and for our neighbors at this point.

COMMISSIONER HOLIAN: Thank you. And so when you went forward for preliminary plat and final plat you would actually meet with the neighbors and try to update them on what your final plan was?

MR. HORPEDAHL: Certainly.

COMMISSIONER HOLIAN: Okay. Thank you, Mr. Horpedahl.

MR. HORPEDAHL: Thank you.

CHAIR STEFANICS: Commissioner Anaya, do you have any questions for staff or the applicant?

COMMISSIONER ANAYA: Not at this time, Madam Chair.

CHAIR STEFANICS: Thank you very much for joining us. What is the pleasure of the Commission?

COMMISSIONER MAYFIELD: Madam Chair, I'll move for approval to grant the extension of BCC Case #MIS 09-5071, Opera Village.

COMMISSIONER ANAYA: Second, Madam Chair.

COMMISSIONER HOLIAN: With staff conditions?

COMMISSIONER MAYFIELD: Yes, with staff conditions. Thank you, Commissioner Holian.

CHAIR STEFANICS: So there's a motion and a second with staff conditions. Any further discussion or questions?

COMMISSIONER HOLIAN: Madam Chair.

CHAIR STEFANICS: Yes.

COMMISSIONER HOLIAN: Well, I think that the suggestions that were made by the neighbor sound very reasonable to me and I would just really want to urge Mr. Horpedahl and the developer to take some of those into consideration.

CHAIR STEFANICS: Yes, Commissioner Mayfield.

COMMISSIONER MAYFIELD: Madam Chair, on that point though, they'll

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still have their say on that when it comes in front of the CDRC and this Commission.

COMMISSIONER HOLIAN: Yes.

COMMISSIONER MAYFIELD: Thank you.

CHAIR STEFANICS: Any further questions of comments?

The motion passed by unanimous [4-0] voice vote. [Commissioner Vigil was not present for this action.]

CHAIR STEFANICS: Thank you very much, you're approved.

XV. ADJOURNMENT

Having completed the agenda and with no further business to come before this body, Chairwoman Stefanics declared this meeting adjourned at 5:15 p.m.

Approved by:

\_\_\_\_\_  
Board of County Commissioners  
Liz Stefanics, Chairwoman

ATTEST TO:

VALERIE ESPINOZA  
SANTA FE COUNTY CLERK

Respectfully submitted:

Karen Farrell, Wordswork  
453 Cerrillos Road  
Santa Fe, NM 87501

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